

**CASE NO. 15-13224**

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**IN THE UNITED STATES COURT OF APPEALS  
FOR THE ELEVENTH CIRCUIT**

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**G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S  
SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT  
CORPORATION,**

**Petitioner/Cross-Respondent,**

**V.**

**NATIONAL LABOR RELATIONS BOARD,**

**Respondent/Cross-Petitioner.**

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**ON APPEAL FROM THE NATIONAL LABOR RELATIONS BOARD  
REGION 12  
CASE NOS. 12-CA-026644 and 12-CA-026811**

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**VOLUME III  
APPENDIX OF PETITIONER/CROSS-RESPONDENT**

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### **VOLUME III**

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### **CERTIFICATE OF SERVICE**

I HEREBY CERTIFY that on October 28, 2015, a copy of the foregoing **VOLUME III, APPENDIX OF PETITIONER/CROSS-RESPONDENT G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT CORPORATION** has been served via the Court's electronic case filing system which will automatically serve the following counsel of record:

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I hereby certify that on October 28, 2015, I caused to be served a true and correct copy of the within and foregoing **VOLUME III, APPENDIX OF PETITIONER/CROSS-RESPONDENT G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT CORPORATION** via electronic mail and U.S. Mail upon the following:

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G4S Security Solutions (USA)  
INC., F/K/A The Wackenhut  
Corporation**



## EMPLOYER'S EXHIBIT 35



## Regulated Security Solutions, Inc.

### LEADERSHIP EFFECTIVENESS PROGRAM

#### Introduction

The success of organizations is based on employing the best people. G4S Regulated Security Solutions, Inc., has initiated a program to ensure that the best people are placed in positions to provide supervision and leadership to our security force. The intent of this program is to identify the best people for supervision; ensure that they have successfully completed all training to strengthen leadership and supervisory skills; and ensure that they provide oversight that promotes high performance.

To ensure RSS and our customers are receiving the highest possible level of performance from our security force members we have implemented this program to evaluate the security supervisors to ensure that they possess and/or demonstrate the necessary skill sets to be effective leaders. This program provides a comprehensive look at the overall level of supervisory performance and identifies those individuals who are performing well and those not meeting expectations. The result is to recognize those who are performing at a high level, assist those who are performing satisfactorily but could do better, and to identify those who are not performing to expectations and taking appropriate action to change that situation.

#### Best People

Adhering to the concept that employing and developing the best people and implementing effective best practices provides the desired results, RSS has implemented the following process:

A task force, comprised of site management, will be established on each site to evaluate the performance level of each supervisor and determine if their level of performance warrants continuance in their current position. The task force will consist of the Operations Coordinator, the Leadership Development Manager, and the Training Coordinator. Each level of supervisory position (Team Leader, Assistant Team Leader, etc.) will be ranked by the task force and the bottom 20% of personnel will be evaluated in more detail. If an individual supervisor does not meet the necessary level of performance, the Project Manager will consult with the Vice President/Director of Operations to determine the disposition of that supervisor.

The following tools and procedures are used by the task team to ensure a high level of supervisory performance:

- Criteria 1: Performance Evaluation Process
- Criteria 2: Developing People
- Criteria 3: Team Performance
- Criteria 4: Assessment Results
- Criteria 5: Training

This process will be completed for all Florida Power and Light sites by July 2010.

#### Responsibility for Best People

The President, RSS has direct responsibility for the Leadership Effectiveness Program and will receive program results directly from the Vice President/Director of Operations.



## Regulated Security Solutions, Inc.

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The Senior Manager, Training and Compliance will ensure that this program is implemented and that all evaluation procedures and tools are implemented to provide the data and analysis to rate and rank supervisory personnel according to their overall performance.

The Project Manager is responsible for implementation of the Best People Program on his or her site and will consult with the Vice President/Director of Operations on the results and actions to be taken as a result of the evaluations conducted for this program.

The Leadership Development Manager (LDM) at each facility will be responsible for the use of assessment tools, training programs, and mentoring and counseling to provide information on whether supervisors have the knowledge, skills, and ability to perform in a leadership position. The LDM will be responsible for scheduling and chairing the task force meeting and doing the data entry into the RSS Supervisor Evaluation Scorecard.

The Operations Coordinator is responsible for providing operational performance data.

Training Coordinator is responsible for providing training and qualification record data.

### **Task Force Process**

The Project Manager will facilitate implementation the task force process and implement the final disposition of personnel. The Leadership Development Manager (LDM) will schedule the task force meetings, chair the meetings, and be responsible for the data entry for the Best People spreadsheet.

The Leadership Development Manager will bring a summary of information of all assessments, and leadership development activities for each supervisor to the task force.

The Operations Coordinator will bring a summary of information on the individual performance review and work with the Leadership Development Manager on determining the level of effectiveness of the performance reviews, completion of development assignments and initiatives, and the overall performance of the group of personnel supervised by each individual employee.

The Training Coordinator will bring a summary of information on each supervisor's performance in training to include the trend level of written and performance test scores, the trend level of weapons qualification scores, and any de-certifications or remedial training.

Using a criteria worksheet, for each individual supervisor, each criterion is scored on a 1-5 scale (See RSS Supervisor Evaluation Scorecard attached). Each criterion on the worksheet will be discussed based on the information presented by members of the task force and each member will independently decide on a score for that criterion. The scores will then be presented to the other task force members to arrive at a consensus on the score for that criterion. The final score for each criterion will be entered into the individual worksheet.

Criteria scores entered on the individual worksheet will be automatically accumulated on a master spreadsheet, Summary, that will indicate performance as green for high performance, yellow as average performance, and red as low performance. The LDM will enter the individual worksheet scores into the Excel file and the scores will automatically link to the Summary. The Summary will be sorted by job position and then sorted in descending order in the column labeled Summary. The descending order of the Summary provides a rank ordering of the personnel in each position.



## **Regulated Security Solutions, Inc.**

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The Project Manager and the Vice President/Director of Operations will further evaluate personnel with any unsatisfactory scores in individual criterion or who fall into the bottom 20% of the rank order for disposition which may include:

- Personal Improvement Plan (30 days)
- Demotion
- Termination

A time will be scheduled with each employee to go over the results of the evaluation. The Operations Coordinator will schedule these meetings. Depending on the areas of weakness, the personnel from the task force who have responsibility for those areas will attend the meeting with each individual employee to discuss the results and objectives for improving performance. The Project Manager will conduct the meetings with the employees with unsatisfactory scores or who are ranked in the bottom 20% of the rank order and inform each employee of his or her disposition.

### **Leadership Effectiveness Program Schedule**

It is essential that this program be implemented and completed in an efficient manner allowing adequate time for the resources to accomplish the task in a professional manner. We expect the process to be implemented the first week of February and continue through June 2010. The expected duration of the project will allow for succession efforts to also be implemented (see the following discussion). Refer to Attachment A, Leadership Effectiveness Program Schedule.

### **Succession Planning**

G4S Regulated Security Solutions recognizes the potential for attrition in the supervisor cadre as a result of the evaluation process. Based on our ranked order system it is feasible that 20% (6-8 personnel) at each facility could be demoted or terminated creating vacancies. As a proactive measure, parallel with the process of evaluating current supervisors, it is essential to identify and prepare security officers for promotion.

The process for an accelerated succession development program will involve members of the same task force involved with the evaluation of existing supervisors. Following existing promotion procedures, the task force and a promotion board will identify those security officers capable of fulfilling a supervisory role in a manner aligned with management goals to achieve the maximum performance standards.

Those individuals identified for potential promotion to supervisory positions will receive both required operational training as well as leadership development training prior to the disposition of existing supervisors not retained in their current positions. Those selected and promoted will immediately be placed in an ongoing evaluation process with the intent of ensuring they are continuing to develop their leadership skills according to expectation. Refer to Attachment B, Succession Planning Schedule.

### **Customer Interface**

The Vice President/Director of Operations will ensure that RSS customers receive a written report from each site describing the results of the evaluation and the actions being taken to improve the supervisory personnel.



# Regulated Security Solutions, Inc.

## Attachment A Leadership Effectiveness Program Schedule

Activity	Owners	February	March	April	May	June	July
Implementation	Ray Cogdell, Nancy Bruetsch	03					
Supervisory Effectiveness Evaluations	Facility Task Force (PM, OC, TC, LDM)	04 ←	→ 23				
Disposition Consultation	Ray Cogdell, Project Managers		26 - 28				
Personal Improvement Plans	Project Manager, Operations Coords				31 ← → 30		
Disposition for Retention	Project Manager						01
Customer Interface	Project Manager						01

## Attachment B Succession Planning Program Schedule

Activity	Owners	February	March	April	May	June	July
Implementation	Ray Cogdell, Nancy Bruetsch	03					
Notification of Succession Planning Program	Project Managers	04 - 05					
Promotion Board Selection of Candidates	Promotion Boards	19 - 26					
Notification of Selected Candidates	Operations Coordinators		01				
Operational Training	Operations & Training Coords		04	→ 24	← 24	→ 21	
Leadership Training	Leadership Development Mgrs						
Selection for Potential Promotion (Rank Order)	Facility Task Force (PM, OC, TC, LDM)					28-30	01
Promotion Announcement	Project Manager						01
Customer Interface	Project Manager						01

## EMPLOYER'S EXHIBIT 36



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Charles Feldman Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 1 – Performance Evaluation Process**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate Performance Reviews.

**OBJECTIVES**

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates -- rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date

*Charles Feldman 2/10*





**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Charles Feldman Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 2 – Development of Personnel**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

**OBJECTIVES**

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





**REGULATED SECURITY SOLUTIONS**  
Supervisor Effectiveness Program

Name of Person Evaluated: Charles Feldman Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Charles Feldman Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

<b>PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development</b>
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<b>SCOPE</b>	<b>OBJECTIVES</b>
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results  (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Very high scores in sensitivity, resilience, developing and motivating others. Loest score is risk taking (3). Most score cluster in the high-average range.	5
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Charles Feldman Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 5 --Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

**OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training -- is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training -- note problem skills areas and any consistent trend of failure.		4

Project Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Operations Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Training Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Leadership Development Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Steven Bonnell Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.  (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Operations Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Training Coordinator:

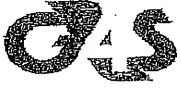
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Leadership Development Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Steven Bonnell Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 2 – Development of Personnel**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

### **OBJECTIVES**

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Steven Bonnell Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

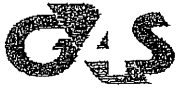
Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Steven Bonnell Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

<b>PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development</b>
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<u><b>SCOPE</b></u> The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	<u><b>OBJECTIVES</b></u> (1) Review assessment results  (2) Review progress on individual development plans
--	--

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific Issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date





# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Steven Bonnell Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 5 – Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

### **OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: <ul style="list-style-type: none"> <li>- New Hire Supervisor</li> <li>- Leadership Development Program</li> <li>- Voluntary Harvard online courses</li> <li>- Other supervisory training programs</li> <li>- Training and Qualification requirements</li> </ul>		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Wilmer Espinoza Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

<b>PERFORMANCE CRITERIA 1 – Performance Evaluation Process</b>
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<b>SCOPE</b> The scope of this criteria is to evaluate Performance Reviews.	<b>OBJECTIVES</b> (1) Review the individual supervisor's performance evaluation.  (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Wilmer Espinoza Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records.  (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Wilmer Espinoza Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Operations Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Training Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Leadership Development Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Wilmer Espinoza Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Low in motivating others. Low is developing direct reports.	2
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Wilmer Espinoza Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<b>SCOPE</b> The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	<b>OBJECTIVES</b> (1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

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Signature

\_\_\_\_\_  
Date

Operations Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Training Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Leadership Development Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Luidgy Jean-Baptiste Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 1 – Performance Evaluation Process**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate Performance Reviews.

**OBJECTIVES**

(1) Review the individual supervisor's performance evaluation.

(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Operations Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Training Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Leadership Development Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Luidgy Jean-Baptiste Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records.  (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		5
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Luidgy Jean-Baptiste Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 3 -- Team Performance
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the overall performance of the team of subordinates.	(1) Review performance records of the group of people that the supervisor lead. (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date





## REGULATED SECURITY SOLUTIONS

### Supervisor Effectiveness Program

Name of Person Evaluated: Ludgy Jean-Baptiste Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
<b>1 Unsatisfactory</b> <b>2 Marginal – needs improvement</b> <b>3 Meets minimum requirements and expectations</b> <b>4 Meets and slightly exceeds requirements and expectations</b> <b>5 Meets and exceeds requirements and expectations</b>

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results  (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		5

Project Manager:	Signature	Date
Operations Coordinator:	Signature	Date
Training Coordinator:	Signature	Date
Leadership Development Manager:	Signature	Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Luidgy Jean-Baptiste Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 5--Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<b>SCOPE</b> The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	<b>OBJECTIVES</b> (1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Mekdeci Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

<b>PERFORMANCE CRITERIA 1 – Performance Evaluation Process</b>
Rate performance in this Criteria as follows:
1 Unsatisfactory 2 Marginal – needs improvement 3 Meets minimum requirements and expectations 4 Meets and slightly exceeds requirements and expectations 5 Meets and exceeds requirements and expectations

<b>SCOPE</b> The scope of this criteria is to evaluate Performance Reviews.	<b>OBJECTIVES</b> (1) Review the individual supervisor's performance evaluation.  (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

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Signature Date

Operations Coordinator:

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Signature Date

Training Coordinator:

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Signature Date

Leadership Development Manager:

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Signature Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Mekdeci Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 2 – Development of Personnel**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

**OBJECTIVES**

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

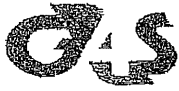
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Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Mekdeci Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

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Signature

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Date

Operations Coordinator:

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Signature

\_\_\_\_\_  
Date

Training Coordinator:

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Signature

\_\_\_\_\_  
Date

Leadership Development Manager:

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Signature

\_\_\_\_\_  
Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Mekdeci Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date





**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Mekdecl Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 5 - Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

**OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training -- is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: <ul style="list-style-type: none"> <li>- New Hire Supervisor</li> <li>- Leadership Development Program</li> <li>- Voluntary Harvard online courses</li> <li>- Other supervisory training programs</li> <li>- Training and Qualification requirements</li> </ul>		4
5.3 Review records for de-certification and/or remedial training -- note problem skills areas and any consistent trend of failure.		4

Project Manager:

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Signature

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Date

Operations Coordinator:

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Signature

\_\_\_\_\_  
Date

Training Coordinator:

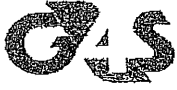
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Signature

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Date

Leadership Development Manager:

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Signature

\_\_\_\_\_  
Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: David Parris Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal -- needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date





# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: David Parris Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records.  (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		2
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: David Parris Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: David Parris Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		3
4.2 Review results of DDI Interview – look for consistently low ratings		2
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		2

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: David Parris Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

### OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		3
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		3
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Quintin Ferrer Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process	
Rate performance in this Criteria as follows:	
1 Unsatisfactory	
2 Marginal – needs improvement	
3 Meets minimum requirements and expectations	
4 Meets and slightly exceeds requirements and expectations	
5 Meets and exceeds requirements and expectations	

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.  (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Quintin Ferrer Job Position: Captain  
 Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 2 – Development of Personnel**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

**OBJECTIVES**

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Quintin Ferrer Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Quintin Ferrer Job Position: Captain

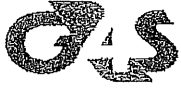
Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Quintin Ferrer Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 5 – Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

### **OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – Is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

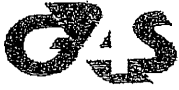
Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Robert Boger Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager: \_\_\_\_\_

Signature

Date

Operations Coordinator: \_\_\_\_\_

Signature

Date

Training Coordinator: \_\_\_\_\_

Signature

Date

Leadership Development Manager: \_\_\_\_\_

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Robert Boger Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records.  (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Robert Boger Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Robert Boger Job Position: Supervisor

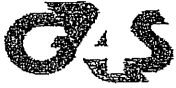
Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

<b>PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development</b>
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<b>SCOPE</b> The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	<b>OBJECTIVES</b> (1) Review assessment results (2) Review progress on individual development plans
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Robert Boger Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 5 – Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

### **OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

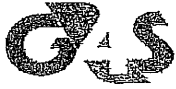
Date

Leadership Development Manager:

Signature

Date





# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jose Izquierdo Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 1 – Performance Evaluation Process**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate Performance Reviews.

### **OBJECTIVES**

(1) Review the individual supervisor's performance evaluation.

(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jose Izquierdo Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 2 – Development of Personnel**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal— needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

### **OBJECTIVES**

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Jose Izquierdo Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

### OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jose Izquierdo Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Attention to detail; business awareness; resilience	3
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Jose Izquierdo Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 5 – Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

**OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: <ul style="list-style-type: none"> <li>- New Hire Supervisor</li> <li>- Leadership Development Program</li> <li>- Voluntary Harvard online courses</li> <li>- Other supervisory training programs</li> <li>- Training and Qualification requirements</li> </ul>		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Gonzo Pedroso Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

<b>PERFORMANCE CRITERIA 1 – Performance Evaluation Process</b>
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<b>SCOPE</b> The scope of this criteria is to evaluate Performance Reviews.	<b>OBJECTIVES</b> (1) Review the individual supervisor's performance evaluation.  (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.
--	--

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Gonzo Pedroso Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

<b>PERFORMANCE CRITERIA 2 – Development of Personnel</b>
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<b>SCOPE</b> The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	<b>OBJECTIVES</b> (1) Review appropriate training records.  (2) Review other documentation that captures development activity performed by supervisors.
--	--

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		5

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date





# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Gonzo Pedroso Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

### OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Gonzo Pedroso Job Position: Supervisor

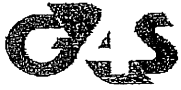
Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	High score in developing people, learning, and motivating others. Low scores in risk taking, flexibility, and sensitivity (needs to involve others in plans and decisions.)	4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



# **REGULATED SECURITY SOLUTIONS** Supervisor Effectiveness Program

Name of Person Evaluated: Gonzo Pedroso Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 5 --Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	(1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Stacy Stoquert Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 1 -- Performance Evaluation Process**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate  
Performance Reviews.

**OBJECTIVES**

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates -- positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates -- rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations -- look at both positive and negative performance		3

Project Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Operations Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Training Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Leadership Development Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## REGULATED SECURITY SOLUTIONS

### Supervisor Effectiveness Program

Name of Person Evaluated: Stacy Stoquert Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

#### PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

#### SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

#### OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		2
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Stacy Stoquert Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Stacy Stoquert Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	No high scores; low in risk taking, relationships, achievement, and developing people.	2
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date





# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Stacy Stoquet Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 5 – Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

### **OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – Is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: <ul style="list-style-type: none"> <li>- New Hire Supervisor</li> <li>- Leadership Development Program</li> <li>- Voluntary Harvard online courses</li> <li>- Other supervisory training programs</li> <li>- Training and Qualification requirements</li> </ul>		3
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager: \_\_\_\_\_

Signature

Date

Operations Coordinator: \_\_\_\_\_

Signature

Date

Training Coordinator: \_\_\_\_\_

Signature

Date

Leadership Development Manager: \_\_\_\_\_

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Veronica Thurmond Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate Performance Reviews.

**OBJECTIVES**

(1) Review the individual supervisor's performance evaluation.

(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Operations Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Training Coordinator:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Leadership Development Manager:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Veronica Thurmond Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 2 – Development of Personnel**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

**OBJECTIVES**

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		3
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Veronica Thurmond Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Veronica Thurmond Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	No high scores, low in risk taking.	3
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Veronica Thurmond Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 5 – Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

**OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		3
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		3
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Kevin Reyes Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		5
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Kevin Reyes Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## PERFORMANCE CRITERIA 2 -- Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

### OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Kevin Reyes Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Kevin Reyes Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Low in motivating others, but in reality, does an excellent job. Handles stress well.	4
4.2 Review results of DDI Interview – look for consistently low ratings	Excellent DDI Interview for promotion to Captain. Excels in political savvy and influencing others.	5
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Kevin Reyes Job Position: Captain

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 5 - Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

### OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: <ul style="list-style-type: none"> <li>- New Hire Supervisor</li> <li>- Leadership Development Program</li> <li>- Voluntary Harvard online courses</li> <li>- Other supervisory training programs</li> <li>- Training and Qualification requirements</li> </ul>		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

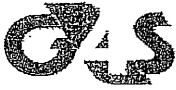
Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Richard Arias Job Position: Supervisor

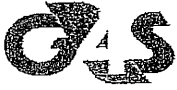
Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Richard Arias Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 2 -- Development of Personnel**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs Improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

**OBJECTIVES**

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Richard Arias Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

**PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

**OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Richard Arias Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Strengths are initiative and attention to detail. A solid performer.	4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Richard Arias Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 5 --Training**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

### **OBJECTIVES**

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training -- is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training -- note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

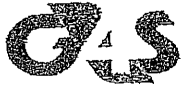
Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jimmy Aviles Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.  (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		5
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		44
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jimmy Aviles Job Position: Supervisor

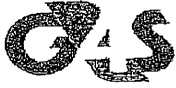
Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory 2 Marginal – needs improvement 3 Meets minimum requirements and expectations 4 Meets and slightly exceeds requirements and expectations 5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records.  (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		5
2.3 Supervisor provided coaching or counseling to improve performance.		5

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Jimmy Aviles Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## PERFORMANCE CRITERIA 3 -- Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

### OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Jimmy Aviles Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date





# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Jimmy Aviles Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## PERFORMANCE CRITERIA 5-Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

### OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date





**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Jermaine Boleware Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 – Performance Evaluation Process	
Rate performance in this Criteria as follows:	
<b>1 Unsatisfactory</b> <b>2 Marginal – needs improvement</b> <b>3 Meets minimum requirements and expectations</b> <b>4 Meets and slightly exceeds requirements and expectations</b> <b>5 Meets and exceeds requirements and expectations</b>	

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	<b>(1)</b> Review the individual supervisor's performance evaluation.  <b>(2)</b> Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager: \_\_\_\_\_

Signature

Date

Operations Coordinator: \_\_\_\_\_

Signature

Date

Training Coordinator: \_\_\_\_\_

Signature

Date

Leadership Development Manager: \_\_\_\_\_

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jermaine Boleware Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 2 – Development of Personnel**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

### OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		3
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

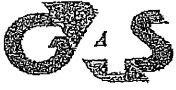
Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jermaine Boleware Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 3 – Team Performance**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### **SCOPE**

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

### **OBJECTIVES**

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jermaine Boleware Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Jermaine Boleware Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	(1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Dunaway Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 1 -- Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal -- needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates -- positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates -- rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations -- look at both positive and negative performance		4

Project Manager: \_\_\_\_\_

Signature

Date

Operations Coordinator: \_\_\_\_\_

Signature

Date

Training Coordinator: \_\_\_\_\_

Signature

Date

Leadership Development Manager: \_\_\_\_\_

Signature

Date





**REGULATED SECURITY SOLUTIONS**  
**Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Dunaway Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

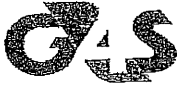
PERFORMANCE CRITERIA 2 – Development of Personnel	
Rate performance in this Criteria as follows:	
1 Unsatisfactory	
2 Marginal – needs improvement	
3 Meets minimum requirements and expectations	
4 Meets and slightly exceeds requirements and expectations	
5 Meets and exceeds requirements and expectations	

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records.  (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		3
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date





# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Dunaway Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 3 – Team Performance
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the overall performance of the team of subordinates.	(1) Review performance records of the group of people that the supervisor lead. (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:	_____ Signature	_____ Date
Operations Coordinator:	_____ Signature	_____ Date
Training Coordinator:	_____ Signature	_____ Date
Leadership Development Manager:	_____ Signature	_____ Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Brian Dunaway Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

## **SCOPE**

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

## **OBJECTIVES**

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

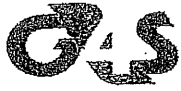
Signature

Date

Leadership Development Manager:

Signature

Date



# REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Brian Dunaway Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	(1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

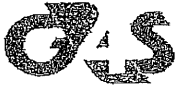
Signature

Date

Leadership Development Manager:

Signature

Date



# **REGULATED SECURITY SOLUTIONS** **Supervisor Effectiveness Program**

Name of Person Evaluated: Nelson Martin Job Position: Supervisor

Date Review Initiated: \_\_\_\_\_ Date Review Completed: \_\_\_\_\_

## **PERFORMANCE CRITERIA 1 -- Performance Evaluation Process**

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

### SCOPE

The scope of this criteria is to evaluate Performance Reviews.

### OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates -- positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates -- rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations -- look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date

## EMPLOYER'S EXHIBIT 40

Leadership Effectiveness List PTN

SORT: Descending Order

Jan/Feb 2010

#	Name	Job Position	Rank	
1	Jimmy Aviles	Supervisor	4.2	
2	Luidgy Jean-Baptiste	Supervisor	4.1	
3	Kevin Reyes	Captain	4.1	Green = Top performance
4	Nelson Martin	Supervisor	4.1	Red = Evaluate in more detail
5	Gonzo Pedroso	Supervisor	4.1	
6	Ramesh Bhagarattee	Supervisor	4.1	
7	Richard Arias	Supervisor	4.0	
8	Lester Aguirre	Supervisor	4.0	
9	Fred Dube	Supervisor	4.0	
10	Alberto Perez	Supervisor	4.0	
11	Lee Evans	Supervisor	4.0	
12	Charles Feldman	Captain	3.9	
13	Robert Boger	Supervisor	3.9	
14	Josh Zechman	Supervisor	3.9	
15	Raymel Perez	Captain	3.9	
16	Steven Bonnell	Supervisor	3.9	
17	Jose Izquierdo	Supervisor	3.8	
18	Brian Dunaway	Supervisor	3.8	
19	Max Tai	Supervisor	3.8	
20	Richard Pineda	Supervisor	3.8	
21	Jermaine Boleware	Supervisor	3.8	
22	Roddy Venning	Supervisor	3.8	
23	Greg Pruitt	Supervisor	3.7	
25	Brian Mekdeci	Supervisor	3.6	
26	Quintin Ferrer	Captain	3.5	
27	Maurice Concha	Supervisor	3.4	
28	Jorge Perez	Supervisor	3.4	
29	Charlotte Johnson	Captain	3.4	
30	Michael Stewart	Supervisor	3.4	
31	Wilmer Espinoza	Supervisor	3.2	
32	Hamrah Ramkissoon	Supervisor	3.2	
33	Stacy Stoquert	Supervisor	3.1	
34	Veronica Thurmond	Supervisor	3.1	
35	David Parris	Supervisor	2.9	
38	Juan Martinez	Supervisor	2.8	
36	Cecil Mack	Supervisor	2.2	
37	Kimberly Millsbaugh	Supervisor	1.8	
35	Thomas Frazier	Supervisor	0.4	



## Leadership Effectiveness Chart

By Criteria

Jan/Feb 2010

#	Name	Position	Criteria 1				Criteria 2			Criteria 3			Criteria 4			Criteria 5			Summary	
			1.1	1.2	1.3	1.4	2.1	2.2	2.3	3.1	3.2	3.3	4.1	4.2	4.3	5.1	5.2	5.3		
1	Charles Feldman	Captain	4	4	4	3	4	3	4	4	4	4	5	4	4	4	4	4	3.9	
2	Steven Bonnell	Supervisor	4	4	3	4	4	4	4	4	4	4	4	4	3	4	4	4	3.9	Green = Top performance
3	Wilmer Espinoza	Supervisor	3	3	3	3	4	3	3	3	3	3	2	3	3	4	4	4	3.2	Red = Evaluate in more detail
4	Ludgy Jean-Baptiste	Supervisor	4	4	4	4	5	4	4	4	4	4	4	4	5	4	4	4	4.1	
5	Brian Mekdeci	Supervisor	3	3	3	3	4	4	4	3	3	3	4	4	4	3	3	3	3.6	
6	David Parris	Supervisor	3	3	3	3	4	3	3	3	3	3	4	3	4	4	4	4	3.5	
7	Quintin Ferrer	Captain	3	4	4	3	4	3	3	4	4	4	4	3	4	4	4	4	3.9	
8	Robert Boger	Supervisor	4	4	4	4	4	4	4	4	4	4	3	4	3	4	4	4	3.8	
9	Jose Izquierdo	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.1	
10	Gonzalo Pedrosio	Supervisor	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	3.1	
11	Stacy Stouquet	Supervisor	4	3	3	3	4	4	3	3	3	3	2	3	3	4	3	4	3.0	
12	Veronica Thurmond	Supervisor	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.0	
13	Kevin Reyes	Captain	4	5	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4.1	
14	Richard Arias	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.0	
15	Jimmy Aviles	Supervisor	4	4	4	4	4	5	5	4	4	4	4	4	4	4	4	4	4.2	
16	Jermaine Boleware	Supervisor	4	4	4	4	3	3	3	4	3	4	4	4	4	4	4	4	3.8	
17	Brian Dunaway	Supervisor	4	4	4	4	5	4	4	4	4	4	5	4	4	4	4	4	4.1	
18	Nelson Martin	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3.4	
19	Jorge Perez	Supervisor	4	3	4	3	4	4	4	4	4	4	4	4	4	4	4	4	3.9	
20	Josh Zechman	Supervisor	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3.4	
21	Charlotte Johnson	Captain	3	3	3	3	5	4	4	4	4	4	3	3	3	4	4	4	4.0	
22	Lester Aguirre	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.1	
23	Ramesh Bhagaratee	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3.4	
24	Maurice Concha	Supervisor	3	3	3	3	4	4	4	3	4	3	4	3	3	3	4	4	3.2	
25	Hannah Rankissoon	Supervisor	4	4	3	3	4	4	3	3	3	3	4	3	3	4	4	4	3.4	
26	Michael Stewart	Supervisor	3	4	3	3	4	3	3	4	3	3	4	4	4	4	4	4	3.8	
27	Max Tai	Supervisor	4	4	3	3	3	4	4	4	4	4	4	4	4	4	4	4	3.9	
28	Raymel Perez	Captain	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.0	
29	Fred Dube	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.0	
30	Juan Martinez	Supervisor	3	3	3	3	4	4	4	3	3	3	4	3	4	4	4	4	3.8	
31	Alberto Perez	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3.8	
32	Richard Pineda	Supervisor	4	4	4	4	4	4	3	3	3	3	4	4	4	4	4	4	3.7	
33	Greg Pruitt	Supervisor	4	4	4	4	4	4	4	3	3	3	4	4	3	4	4	4	3.8	
34	Roddy Venning	Supervisor	4	4	4	4	4	4	3	3	3	3	4	4	4	4	4	4	4.0	
35	Thomas Frazier	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.0	
36	Lee Evans	Supervisor	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.0	
37	Cecil Mack	Supervisor	2	3	2	2	2	2	2	2	2	2	2	2	2	3	3	2	3.6	
38	Kimberly Millsbaugh	Supervisor	2	2	2	2	1	1	1	2	2	2	2	2	2	3	3	3	3.6	
			3.7	3.7	3.6	3.6	3.8	3.4	3.6	3.5	3.6	3.6	3.7	3.6	3.6	3.8	3.8	3.9	3.6	



## EMPLOYER'S EXHIBIT 41



Name of Person Evaluated: Kimberly Millsapugh Job Position: Supervisor (Lt.)

Date Review Initiated: 2/8/2010 Date Review Compl: 2/8/2010

### Leadership Effectiveness Review

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

#### SCOPE

The scope of this criteria is to evaluate Leadership Effectiveness.

#### OBJECTIVES

- (1) Review the individual supervisor's 360 direct report feedback.
- (2) Review tools (MDQ/360 Feedback) for areas that impact leadership effectiveness
- (3) Direct Observation

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1 Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader.	Often critical of management, Kimberly does not see herself as part of the leadership team. She will complain about issues but lacks the desire to implement solutions and new ideas. Is not innovative; uses old solutions for new problems and avoids risk needed to implement and sustain change. Kimberly doesn't lead change to become a more effective leader and appears more comfortable with the status quo; she cannot change tactics midstream when something is not working. Kimberly doesn't know how to influence upper managers and can easily lose composure (defensive tactics and an overly-aggressive voice tone.) On the flip side, Kim also uses silence to avoid conflict. Kimberly sometimes lacks attention to detail and fails to gather more information (ie: breach in NEB turnstyle (09/09). She often fails to broaden her perspective to see problems through a different lens.	1
2 Communication People feel good about working with this person. Demonstrates active and attentive listening. Has patience to hear people out.	Kimberly consistently demonstrates a lack of approachability and is too raw and direct in her approach. She comes across aggressive and impatient; especially when she is wrong. Lacks tolerance with people and processes. Is more comfortable with task skills (computer) rather than people skills. Avoids opportunities to take an active leadership role with the latest example occurring on 02/09/2010. Kim did not think it was necessary to have supervisory oversight. Fails to use diplomacy and tact to build appropriate rapport up, down, and sideways. Cannot diffuse high-tension situations with comfort and ease. Does not analyze problems carefully especially with first-time or unusual problems. Looks for the simplest explanation too soon and accepts a marginal solution. This strongly impacts her ability to lead us into the next leadership level.	1

3 Sets High Standards for Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers.	Kimberly doesn't set clear goals with her direct reports/ subordinates and "can't figure out" how to get more time to speak to them due to being in CAS most days. Therefore, she doesn't take the time to manage her team well. This has been a frequent improvement area over the years and observed by several Captains (Feldman/2010/2007, Perez/2008/2007, and Jolliffe/2007). As Kim does not see herself as part of the management team, she is overly critical when communicating management decisions - mostly emphasizing the negative side of situations. This hurts the team in being able to understand and accept change. Rather than leading change, Kimberly herself often needs to be led. Kimberly has the capability to persevere but doesn't use different strategies for the third or fourth try - becoming impatient and judgmental.	1
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Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



Name of Person Evaluated: Lt. Juan Martinez		Job Position: Supervisor	
Date Review Initiated:	04/08/2010	Date Review Completed:	04/08/2010
<b>Leadership Effectiveness Criteria</b>			
Rate performance in this criteria as follows:			
1 Unsatisfactory			
2 Marginal – needs improvement			
3 Meets minimum requirements and expectations			
4 Meets and slightly exceeds requirements and expectations			
5 Meets and exceeds requirements and expectations			
SCOPE		OBJECTIVES	
The scope of these criteria is to evaluate Leadership Effectiveness.		(1) Review the individual supervisor's 360 direct report feedback. (2) Review tools (MDQ/360 Feedback) for areas that impact leadership effectiveness (3) Direct Observation	
REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)		Score
1 Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader?	Although Lt. Juan Martinez successfully completed a Performance Improvement Plan (PIP) started in 10/27/09 and completed on 02/26/10, Lt. Martinez failed to produce desired results. In summary, Lt. Martinez needs excessive direction (reminders to complete tasks, etc) and fails to produce desired results as a leader. Soon after completing the PIP, Juan returned to previous performance difficulties; failure to complete required number of drills, complete and submit paperwork on time, and avoid disciplinary actions for assorted issues (history includes oversleeping, leaving badge at home, etc.) Disciplinary actions include (2) verbals (1) written, and (2) suspensions. Attendance is (3) call-outs, and (3) lates. Overall, not the role model we expect from supervision.		1
2 Trouble With Results Cannot be counted on to achieve results. Something always gets in the way; personal disorganization, failure to set priorities, underestimating time frames; doesn't go all out to complete tasks on time.	The following issues (in blocks 2 & 3) were observed and reported by both Captain Feldman and Captain Perez: <u>Key Skill Deficiencies</u> – lacks one or more key job-required talents or skills needed to perform effectively <u>Performance Problems</u> – Does not consistently hit targets and objectives; produces inconsistent results <u>Poor Administrator</u> – Has low detail-orientation; lets things fall through cracks; overcommits and underdelivers; misses key details; has to scramble to pull things together last minute.		1
3 Trouble With People Seems immune to negative feedback – comes across as arrogant and defensive. Says he knows what to do and how to do it but, doesn't do it.	<u>Betrayal of Trust</u> – Fails to follow through on promises; leaves others waiting for delivery; says one thing and means or does the other; is inconsistent and unpredictable at times. <u>Defensiveness</u> – Denies mistakes and faults; rationalizes away failures as someone or something else is to blame. Doesn't benefit much from formal and/or informal feedback. Lt. Martinez was matched with a "Peer Coach" to assist him during his PIP. The Peer Coach states that Juan seldom contacted him for advice. <u>Blocked Personal Learner</u> – Juan says what he thinks others want to hear; uses few learning tactics; doesn't seek input; and lacks insight about himself unless specifically directed by others to look inside (See PIP). Juan sees himself as overly wise or close to perfect; as someone who can't possibly make mistakes.		1
Project Manager:			
Signature		Date	
Operations Coordinator:			
Signature		Date	
Training Coordinator:			
Signature		Date	
Leadership Development Manager:			
Signature		Date	



Name of Person Evaluated: <u>Sam Thompson</u>		Job Position: <u>Training Instructor / Supervisor (Lt.)</u>
Date Review Initiated: <u>5/12/2010</u>	Date Review Completed: <u>5/12/2010</u>	
<b>Leadership Effectiveness Review</b>		
Rate performance as follows:		
<b>1 Unsatisfactory</b> <b>2 Marginal – needs improvement</b> <b>3 Meets minimum requirements and expectations</b> <b>4 Meets and slightly exceeds requirements and expectations</b> <b>5 Meets and exceeds requirements and expectations</b>		
<u>SCOPE</u> The scope of this criterion is to evaluate Leadership Effectiveness.		<u>OBJECTIVES</u> (A) Review tools (MDQ, 360 Feedback, performance records) for areas that impact leadership effectiveness (B) Review the individual supervisor's overall performance. (C) Direct observation
<b>REQUIREMENTS</b>	<b>Note Completion of Criteria and Comments that Support Score</b> (reference the specific issue)	<b>Score</b>
<b>1</b>  <b>Review supervisor effectiveness</b> Overall, what behaviors, characteristics and competencies describe this leader.	<p>According to the self-scored MDQ Report (07/1/2009) Sam rates himself medium to high in all areas. The problem is his failure to convert these internal attributes into action. For example, under the category of quality Sam rates himself high in "taking pride in work" and "gets the correct detail." However, when asked to produce a quality communication document of a four-day training program, output consistently lacks quality, is incomplete, or not done at all. This failure to follow through on promises leaves people waiting for delivery and erodes trust - a key ingredient for any trainer. Most recently, when asked by two managers to complete an upcoming schedule, Sam stated, "That's not my job" and failed to complete the request.</p> <p>In addition, upon completion of a recent Advanced Rifle Training Course for Instructors, Sam was given feedback (on 05/10/10) that he seemed "mentally gone." During the training, Sam had announced to the group that he was "outa here" as soon as he completed his internship.</p> <p>Sam often fails to see himself as a leader or include himself as part of the "they" (referring to management). Often shortsighted, Sam demonstrates a problem with political savvy and strategic thinking. This attitude was present when Sam received an "UnSat" from a QA classroom observation. He failed to start the class on time, materials to complete the module were lacking, and Sam received low marks in overall classroom management.</p>	1
<b>2</b>  <b>Peer Relationships / Team Work</b> Not seen as a team player; doesn't have the greater good in mind	<p>Sam is seen as "outside" the team and "not engaged" in active teamwork. This feedback comes from peers as well as Senior RSS Management.</p> <p>Feedback from the aforementioned QA report includes a lack of classroom leadership. When presented with the feedback, Sam made excuses and attempted to assign blame to other supervisors in the room for their lack of engagement. Blaming others and not readily accepting ownership is common with Sam.</p> <p>During several drills, Sam's job as Lead Adversary Controller is to provide coaching and instruction. On several occasions, Sam himself had to be coached to perform his duties in a correct manner. Connected to lack of engagement is Sam's defensiveness. Recently, the client gave Sam feedback during a Saturday drill. It is Sam's responsibility to provide feedback after the first and second exercise to give participants a chance to improve performance. Instead, Sam waited until all exercises were complete to provide feedback. When given the feedback, Sam was defensive and not open to learning from the feedback.</p> <p>This arrogance is also seen at his peer level as Sam often ignores requests for help "if they don't benefit him." Sam always has an excuse for not helping fellow instructors.</p>	1

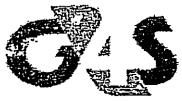
<p><b>3</b></p> <p><b>Customer Focus</b> Is dedicated to meeting the expectations and requirements of internal and external customers.</p>	<p>Training Instructors influence every class participant. Their sphere of influence includes meeting and / or exceeding customer and client expectations. Consistently, the client voices dissatisfaction with Sam's lack of professionalism. On Monday (05/10/10) the Training Team was given feedback by the Project Manager concerning their behavior throughout the previously mentioned Advanced Rifle Course. At the end of the feedback session, the team was asked to think about the new direction and decide if they wanted to still be a Training Instructor. Each instructor was asked to provide their Supervisor (Training Coordinator Blair Emerson) the decision by the next morning (Tuesday). Everyone, except Sam, provided their answer. When queried, Sam thought he could wait until Wednesday; even though clear directions stated Tuesday.</p> <p>This lack of judgment and failure to follow simple direction is evident in another example: During an important team briefing given by his supervisor, Sam just walked out - later to explain that he had already heard the information. His Supervisor was embarrassed but, not surprised and labels Sam's behavior as "defiance to authority" as Sam rarely asks for instruction or direction from his Supervisor. Instead, Sam appears withdrawn from team activities and "hides in his office." His work output is "far less than his peers" as he fails to produce consistent results.</p> <p>In April, 2010, an officer needed medical help after completing a range activity. Sam's involvement in the process was less than adequate in that he did not take any ownership in the process.</p>	<p>1</p>												
<table border="1"> <tr> <td data-bbox="115 751 506 871">Project Manager:</td> <td data-bbox="506 751 1161 871">Signature</td> <td data-bbox="1161 751 1469 871">Date</td> </tr> <tr> <td data-bbox="115 871 506 945">Operations Coordinator:</td> <td data-bbox="506 871 1161 945">Signature</td> <td data-bbox="1161 871 1469 945">Date</td> </tr> <tr> <td data-bbox="115 945 506 1018">Training Coordinator:</td> <td data-bbox="506 945 1161 1018">Signature</td> <td data-bbox="1161 945 1469 1018">Date</td> </tr> <tr> <td data-bbox="115 1018 506 1125">Leadership Development Manager:</td> <td data-bbox="506 1018 1161 1125">Signature</td> <td data-bbox="1161 1018 1469 1125">Date</td> </tr> </table>			Project Manager:	Signature	Date	Operations Coordinator:	Signature	Date	Training Coordinator:	Signature	Date	Leadership Development Manager:	Signature	Date
Project Manager:	Signature	Date												
Operations Coordinator:	Signature	Date												
Training Coordinator:	Signature	Date												
Leadership Development Manager:	Signature	Date												





Name of Person Evaluated: <u>David Parris</u>		Job Position: <u>Supervisor (Lt.)</u>													
Date Review Initiated: <u>5/19/2010</u>		Date Review Completed: <u>5/19/2010</u>													
<b>Leadership Effectiveness Review</b>															
Rate performance as follows:															
<b>1 Unsatisfactory</b> <b>2 Marginal – needs improvement</b> <b>3 Meets minimum requirements and expectations</b> <b>4 Meets and slightly exceeds requirements and expectations</b> <b>5 Meets and exceeds requirements and expectations</b>															
<b>SCOPE</b> The scope of this criterion is to evaluate Leadership Effectiveness.		<b>OBJECTIVES</b> (A) Review tools (MDQ, 360 Feedback, performance records) for areas that impact leadership effectiveness (B) Review the individual supervisor's overall performance. (C) Direct observation													
<b>REQUIREMENTS</b>	<b>Note Completion of Criteria and Comments that Support Score</b> (reference the specific issue)		<b>Rating</b>												
<b>SUMMARY:</b>  <b>1 Describe supervisor effectiveness</b> Overall, what behaviors, characteristics / competencies describe this leader?	According to shift leadership, Lt. Parris "does enough to get by." By no means does David drive for results or model leadership behaviors. Although he gets along well with his direct reports, he himself needs directions and monitoring to follow rules (For example - too much time on his cell phone with personal calls during work hours).  Historically, David has attendance issues which do not model leadership expectations and after several verbal and written reprimands was issued an "undesired attendance memo." Low performance standards and lack of attention to detail have also followed David performance as he failed to perform required table top drills in January 2010.  From a leadership development perspective, David is very "low-key" and doesn't drive for results. He is not bottom-line oriented and doesn't challenge self or others towards improvement. This lack of communication can lead team members to believe that they are not important and that their supervisor ignores their concerns.		1												
<b>2 Performance Problems</b> Does not consistently hit targets and objectives; doesn't produce results across a variety of situations.	Most recently, Lt. Parris received a written reprimand and half day suspension for failure to perform a critical job function. He failed to verify a gun card and exchanged the gun card with a badge (to receive the duty weapon). The affected security officer failed to prominently display his badge as per procedure. This error in technical / functional proficiency demonstrates marginal judgment and poor decision making skills.  A previous example of performance problems helps illustrate behavior unbecoming a supervisor. In October, 2009, Lt. Parris received coaching for not properly signing time sheets – an issue more likely to be found in a class of newly recruited security officers – not a seasoned professional or leader.		1												
<b>3 Key Skill Deficiencies</b> Lacks one or more job-required talents or skills needed to perform effectively.	Lt. Parris cannot be counted on to meet or exceed goals on a consistent basis and often needs prompting to complete leadership tasks. Not only did he fail to complete the recent table top drill, he often needs reminders to complete required observations on time. Observations provide critical and correctional performance feedback to officers and afford officers a chance to communicate with their supervisor about other important matters – such as safety, human performance, etc. Leaders are expected to set priorities, overcome resistance to change, and be bold enough to accomplish tasks without constant reminders of expected job duties.		1												
<table style="width: 100%; border: none;"> <tr> <td style="width: 30%; border: none;">Project Manager:</td> <td style="width: 40%; border: none; text-align: center;">Signature</td> <td style="width: 30%; border: none; text-align: center;">Date</td> </tr> <tr> <td style="border: none;">Operations Coordinator:</td> <td style="border: none; text-align: center;">Signature</td> <td style="border: none; text-align: center;">Date</td> </tr> <tr> <td style="border: none;">Training Coordinator:</td> <td style="border: none; text-align: center;">Signature</td> <td style="border: none; text-align: center;">Date</td> </tr> <tr> <td style="border: none;">Leadership Development Manager:</td> <td style="border: none; text-align: center;">Signature</td> <td style="border: none; text-align: center;">Date</td> </tr> </table>				Project Manager:	Signature	Date	Operations Coordinator:	Signature	Date	Training Coordinator:	Signature	Date	Leadership Development Manager:	Signature	Date
Project Manager:	Signature	Date													
Operations Coordinator:	Signature	Date													
Training Coordinator:	Signature	Date													
Leadership Development Manager:	Signature	Date													





<b>Name of Person Evaluated: Kathy Bryant</b>		<b>Job Position: Access Control Technician</b>	
<b>Date Review Initiated:</b> 2/20/2010		<b>Date Review Completed:</b> 2/22/2010	
<b>Leadership Effectiveness Criteria</b>			
Rate performance in this criteria as follows:			
1 Unsatisfactory			
2 Marginal – needs improvement			
3 Meets minimum requirements and expectations			
4 Meets and slightly exceeds requirements and expectations			
5 Meets and exceeds requirements and expectations			
<b>SCOPE</b>		<b>OBJECTIVES</b>	
The scope of these criteria is to evaluate performance.		(1) Review the individual supervisor's 360 direct report feedback. (2) Review tools (MDQ/360 Feedback) for areas that impact leadership effectiveness (3) Direct Observation	
<b>REQUIREMENTS</b>	<b>Note Completion of Criteria and Comments that Support Score</b> (reference the specific issue)		<b>Score</b>
1 <b>Review effectiveness</b> Overall, what behaviors, characteristics and competencies describe this employee's performance?	<p>Kathy's job is to: badge new employees, make badges, implement the monthly 31-day review (BOP) report for every dept., inspect and verify backgrounds checks for clearance, fingerprint, clear visitors for access to the Plant and other supporting activities. The problem is how she completes her tasks. According to recent client feedback, Kathy:</p> <ol style="list-style-type: none"> <li>1. Makes excessive phone calls. Kathy confirms that she phones her children "every day" on company time using company resources. These calls are also long distance.</li> <li>2. Conducts Avon representative business online while customers wait.</li> <li>3. Incomplete badging checklist (while checking off the boxes as complete) shows lack of attention to detail. Fortunately, these are minor details. However, lack of attention to detail could lead to regulatory non-compliance.</li> <li>4. Kathy states that "the rules are different for her" but, could not provide any specific dates, times, or details when this occurred. This raises the issue of Kathy's inability to communicate and resolve issues.</li> <li>5. Kathy also states on (02/23/10) that "about a month ago" she started "black book" of wrongs done against her because, according to Kathy, "we have no protection." RSS management advised her to bring these concerns to us or to an appropriate source for resolution (ECP, HR, etc.). NOTE: During previous discussions about her performance (July/Oct, 2009) Kathy voiced vague concerns but, could not provide details when questioned. Since then, Kathy has not raised any specific concerns to RSS management.</li> </ol>		1
2 <b>Customer Service</b>	A large part of Kathy's job is customer service. Specifically, Kathy helps managers and assistants with ACX program and requirements to get their people in. Client reports "Kathy is rude" and short-tempered in performing her duties. "It is not unusual for a person to sit and wait in the lobby for no reason." Their badging paperwork sits in the inbox stack while Kathy and another worker; have non-work-related discussions while the customer is ignored. Kathy does not demonstrate desired customer service behaviors.		1
3 <b>Contributes to High Team Performance</b> Is dedicated to meeting the expectations and requirements of internal and external customers.	The client has requested to be notified when employees leave the badging office. However, Kathy leaves without telling anyone where she is going and is vague about her return date/time. This is discourteous to fellow workers who wait for her return and supports the client's claim of "insubordination." The latest example occurred on 02/22/10. Kathy left at 10:00 am for an 11:00 am medical appointment. The client stated that she (Kathy) would return "later." At 4:30 pm, the client phoned Kathy on her cell phone – but, Kathy could not be reached. During work hours, RSS employees are accountable to their management for their actions. Kathy also did not report her medical appointment to her immediate supervisor, the Project Manager. This lack of concern for the client and RSS management repeats a previous pattern of rudeness and lack of consideration for others (See memo 10/14/2009). At that time, Kathy received strong coaching from the Leadership Development Manager to change her behavior.		1
<b>Project Manager:</b>			
		<b>Signature</b>	<b>Date</b>
<b>Operations Coordinator:</b>			
		<b>Signature</b>	<b>Date</b>
<b>Training Coordinator:</b>			
		<b>Signature</b>	<b>Date</b>
<b>Leadership Development Manager:</b>			
		<b>Signature</b>	<b>Date</b>



Name of Person Evaluated: Roy McCloud		Job Position: Training Coordinator/Lead Trainer	
Date Review Initiated: 2/20/2010		Date Review Completed: 2/22/2010	
<b>Leadership Effectiveness Criteria</b>			
Rate performance in this criteria as follows:			
1 Unsatisfactory			
2 Marginal – needs improvement			
3 Meets minimum requirements and expectations			
4 Meets and slightly exceeds requirements and expectations			
5 Meets and exceeds requirements and expectations			
<b>SCOPE</b>		<b>OBJECTIVES</b>	
The scope of these criteria is to evaluate Leadership Effectiveness.		(1) Review the individual supervisor's 360 direct report feedback. (2) Review tools (MDQ/360 Feedback) for areas that impact leadership effectiveness (3) Direct Observation	
<b>REQUIREMENTS</b>	<b>Note Completion of Criteria and Comments that Support Score (reference the specific issue)</b>		<b>Score</b>
1 Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader?	<p>Was demoted due to performance problems – Does not consistently hit targets and objectives. Doesn't produce results across a variety of situations</p> <p>Betrayal of trust – Fails to follow through on promises; leaves people waiting for delivery; says one thing and means or does another; is inconsistent and unpredictable at times; moves on to another task without completing the prior task. Is not credible. Examples:</p> <ol style="list-style-type: none"> <li>1. Repeated requests by client for 3-year plan (Finally completed by LDM)</li> <li>2. PM - asked for written training schedule (not done)</li> <li>3. Per Training Coordinator/LDM at Point Beach - Roy gives "shallow" responses when asked training topics; overlooks important details; doesn't seem to care. Limited to no follow-up with assignment; lacks depth</li> <li>4. PM and LDM both micro-manage deliverables to ensure on-time delivery; limited participation in training team meetings (meetings still on hold due to FOF &amp; 5-week training rotation). When questioned on due dates, can't get direct answers. Makes excuses for not getting results. Doesn't use proper planning devices to track deliverables and due dates.</li> </ol> <p>A Performance Improvement Plan (PIP) failed to produce desired results</p>		1
2 Organizing Can marshal resources to get things done; orchestrates multiple activities at once to accomplish goals, arranges information (charts, graphs, etc.) in a useful manner so that management can make effective and timely decisions.	<p>Roy often fails to consider the business side of training. Lack of planning and attention to detail has cost company extra dollars. Example: Missed deadline cost customer overtime (new hire training June, 2009). Client and Project Manager were informed during open forums (alignment meetings) after Roy failed to take earlier action.</p> <p>No regularly scheduled team meetings (even though Trainers made frequent requests) LDM initiates and holds team meetings.</p> <p>During 5-week training cycle, participants often complain about the lack of structure (schedule, learning activities, time-frames) and disorganization of the training week. These items are often discussed during the training meetings with little change.</p> <p>Cannot display large amounts of data in a picture with summary to convey meaning. This causes time delays and inefficiency.</p>		1
3 Sets High Standards for Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers.	<p>Recently, Roy took Safeguards material home with him and was suspended for several days. This is an example of "political missteps" as Roy doesn't set a good example for his team.</p> <p>Roy often states, "That's not how we do things around here" and lacks application of innovation and new ideas per customer requirements. He doesn't seek input; lacks curiosity about new things, and does not use feedback to improve personal learning. Is closed to learning new training technique and methods and new leadership approaches. Doesn't use criticism as a chance to learn, denies mistakes and faults, rationalizes away failures.</p> <p>A fine range instructor, Roy relies on this single strength for performance and career progression; acts as if he can make it all the way on this strength. Doesn't see the big picture/ think strategically.</p> <p>Is a poor administrator – has low detail-orientation; lets things fall through the cracks and forgets undocumented commitments; scrambles to pull things together at last minute and moves on without completing tasks.</p>		1

Project Manager:		
Signature		Date
Operations Coordinator:		
Signature		Date
Training Coordinator:		
Signature		Date
Leadership Development Manager:		
Signature		Date

## EMPLOYER'S EXHIBIT 44



## Turkey Point Security Force Incentive Program

The revised Performance Award Program and criteria outlined in this memo will be implemented effective April 1, 2007. On a quarterly basis, the performance indicators described herein will be reviewed, evaluated, and recorded for the purpose of rating the individual site teams. The quarters shall be broken down as follows:

- 1<sup>st</sup> Quarter: December, January, February
- 2<sup>nd</sup> Quarter: March, April, May
- 3<sup>rd</sup> Quarter: June, July, August
- 4<sup>th</sup> Quarter: September, October, November

*\*Starting the evaluation period in December as opposed to January, allows for a complete review of quarterly award criteria for Quarter 4. If started in January, collection of award criteria and subsequent award fees would not be completed until December 31.*

For the purpose of this program, Team Assignments shall be as follows:

- Team A Response Team Members & Team Supervisory Positions
- Team B Response Team Members & Team Supervisory Positions
- Team C Response Team Members & Team Supervisory Positions
- Team D Response Team Members & Team Supervisory Positions
- Team E Unassigned Floaters, Power Shift Personnel, Unarmed & Part-Time Officers\*\*

*\*\*Only if such positions exist. Not a current practice.*

On a quarterly basis, each respective team member (Security Officer) shall be eligible to receive a performance award of \$280.00, for a total possible annual bonus of \$1,120.00 (gross award), the performance award shall be paid out on an annual basis. Supervisors will be eligible to receive a performance award of \$350.00, for a total possible annual bonus of \$1,400.00 (gross award). Supervision has an additional performance evaluation category, attendance. The annual award payment shall be distributed during the month of December. WNS team member's quarterly award will be based on their respective team's overall performance. If the team earns 100% of the award, each individual on that team earns 100% of the award. If the team earns 75% of the award, each individual on that team earns 75% of the award.

Team members that change teams, are hired during the quarter, who work on a part-time basis, or are on a prolonged (30+ days) leave of absence will be eligible for a prorated award. Team assignment periods will be rounded to the closest month and quarterly awards calculated accordingly. For example, an individual that begins the quarter on Team A, and transfers to Team C a month later, will receive an award based on 1/3 of Team A's and 2/3 of Team C's award. New team members become eligible to participate in this plan upon completion of initial training and being assigned to a shift. Security Force Members that resign or are terminated prior to the completion of the calendar year will forfeit their entire incentive award for that year.

Site Project Managers and their respective Staff shall be evaluated under a separate Performance Incentive Program.



The following five (4) categories (A through D) shall be evaluated on a quarterly basis for the respective team configurations:

#### **Performance Evaluation Categories**

##### **Security Officers**

<u>Category</u>	<u>Category Description</u>	<u>Award %</u>	<u>Award \$</u>
Category A	Security Force Performance/		
	Regulatory Compliance	30 %	\$84.00
Category B	Safety	30 %	\$84.00
Category C	Requalification Training	10 %	\$28.00
Category D	Human Performance/Policy adherence	30 %	\$84.00
	<b>Total Quarter:</b>	<b>100%</b>	<b>\$280.00</b>
	<b>Total Annual Award Possible</b>	<b>100%</b>	<b>\$1,120.00</b>

##### **Supervisors Only**

Category A	Security Force Performance/		
	Regulatory Compliance	20 %	\$70.00
Category B	Safety	25 %	\$87.50
Category C	Requalification Training	10 %	\$35.00
Category D	Human Performance/Policy adherence	25 %	\$87.50
Category E	Absenteeism	20%	\$70.00
	<b>Total Quarter:</b>	<b>100%</b>	<b>\$350.00</b>
	<b>Total Annual Award Possible</b>	<b>100%</b>	<b>\$1,400.00</b>

#### **Performance Indicators**

Performance indicators have been developed for each performance-grading category by determining the cause for non-compliance or deficiency. These performance indicators become the measurement device or quantitative event(s) by which each performance category will be evaluated. In some cases, there are multiple indicators and these have been given weighted importance based upon their overall effect on the performance of a particular category.

#### **Performance Grades**

Incentive award fees are established by performance indicator grades earned. Grades are based upon performance and equate to percentages of the total cash incentive that is available for award purposes. **Events that violate more than one category shall result in deduction from the most severe category.** For example, if a team member is involved in a Safety Event (Category C) that results in a Loggable Event (Category A), the team shall be penalized according to the Category A Evaluation Scale; not both Categories.





### Performance Category Definitions

The following pages are the performance category definitions, performance indicators, performance indicator weighted grading scale, and performance grading criteria for each of the applicable categories.

## **Category A – Regulatory Compliance**

There are Security Plans and Procedures that necessitate compliance by all Security Force Personnel. Extensive training and guidance materials are provided to ensure WNS Employees have the resources necessary to meet our compliance expectations. Effective personal & peer accountability is crucial in reducing violations and meeting our compliance expectations. Noncompliance with Security Plans and Procedures that result in either NRC Reportable or Loggable Events is unacceptable.

### Performance Indicators

- NRC Reportable Violations attributed to WNS personnel actions
- NRC Loggable Violations attributed to WNS personnel actions

### Performance Grading Criteria

<u>Indicator</u>	<u>Violations</u>	<u>Award %</u>
NRC Reportable	0 Events	100 %
	1 Event	0 %

**Note: One NRC Reportable event will result in the complete loss of this performance award for quarter**

NRC Loggable(s)	0 Events	100 %
	1 Event	50 %
	2 Events	0 %

Additionally, the organization shall be assigned an annual goal (16) regarding loggable events. If the organization exceeds that goal within the year, each team will be limited to receiving 50% of their annual **Regulatory Compliance** total available award in this category.

Category A makes up 30% of a team quarterly incentive award (20% for Supervisors). Total maximum cash award available per team member, per quarter in Category A is \$84.00 (\$70.00 for supervisors). (\$336.00 per year for Security Officers and \$280.00 for Supervisors).





## Category B – Safety

Safety requires each WNS team member's full support and the exercising of good common sense. Accidents and injuries can be reduced, if not eliminated, if safety in the work place is properly managed. In order to support our safety expectations, the following criteria have been established.

### Performance Indicators

- **Lost Time Accidents;** Accidents which involve days away from work or days of restricted work activity, or both. Any lost time events will result in complete lost of Safety performance award for quarter.
- **OSHA 300 Recordables;** an occupational death, nonfatal occupational illness, or nonfatal occupational injury that involves one or more of the following: Loss of consciousness, restriction of work or motion, transfer to another job, or medical treatment (other than first aid). The OSHA 300 recordables counts 50% for the total Safety award.
- **Minor Injuries;** Injury that involved treatment from site medical facility or other medical providers. Minor Injuries are tracked by utilization of either FPL form 1880C or WNS applicable forms. This category counts 50% for the total Safety award.

Exceptions: Employee is not held accountable for Force Majeure events, unsafe plant conditions due to no fault of employee.

### Performance Indicator Evaluation Scale

#### Lost Time Accident:

Complete lost of Safety performance award for quarter

Number of OSHA 300 Recordable Events per quarter, per team are as follows.

0 events	100%
1 event	0%

4 OSHA recordable events in one (1) year shall eliminate the entire safety annual performance bonus for the department.

#### Minor Injuries

0 incident	100%
1 -5 incidents	50%
≥6 incidents	0%

Category B makes up 30% of a team quarterly incentive award (25% for Supervisors). Total maximum cash award available per team member, per quarter in Category B \$42.00 (\$43.75 supervisors) for OSHA recordable events and \$42.00 (\$43.75 supervisors) for minor injuries (\$336.00 per year for Security Officers and \$350.00 for Supervisors).



## Category C – Requalification Training

Successful requalification training conducted in a timely manner is essential in maintaining compliance and providing professional service. In order to encourage successful and timely requalifications, we have established the following performance criteria.

### Performance Indicators

- Timeliness of requalification training
- Requalification training failures

*A requalification failure is: One failed attempt by an individual at a specific task is allowed without impact. Any subsequent failed attempt by that individual within the quarter at any task is considered a requalification failure. Requalification training shall include all Appendix B Criteria, as well as site licensee requirements.*

### Performance Indicator Evaluation Scale

<u>Failures</u>	<u>Award %</u>
0-2 Failure	100 %
3 to 5 Failures	50 %
≥6	0 %

Category C makes up 10% (10% for Supervisors) of the team's quarterly incentive award. Total maximum cash award available per team member, per quarter in Category C is \$28.00 for Security Officers (\$35.00 for supervisors). (\$112.00 per year for Security Officers and \$140.00 for Supervisors).



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## Category D— Human Performance

WNS is responsible for implementing and maintaining policies that insure the highest possible level of quality and professionalism. Compliance with these policies is a must. Human Performance is intended to promote consistent safe and event-free behavior and ultimately improve performance within the department. Human Errors significantly reduce our ability to fulfill our mission and maintain a safe, injury free work environment. As a department, we have a zero threshold for errors! Non-compliance and the inability to implement corrective actions to stop these deficiencies shall result in a reduction in award for this category.

### Definitions:

- **Event** A department condition resulting from an active or latent human error where all barriers have failed, that resulted in consequences. If only luck prevented consequences this will still be declared an event.

Example: inadvertent weapons discharge

- **Human Error** An action or behavior (active or latent) that unintentionally results in an undesirable or unwanted condition, leads a task or system outside of acceptable limits, or whose result was outside of established rules/standards.

Example: improperly securing a Protected Area gate

- **Latent Organizational Weakness** Undetected deficiencies in the management control processes or values creating workplace conditions that either provoke error or degrade the integrity of defenses.

Example: not having assigned or required equipment (flashlights, ammunition, etc)

- **Near-Miss** A department condition resulting from an active or latent human error where all, but one of the barriers have failed, with no consequences.

Example: fire tour not properly completed but caught by the SAS operator and completed by the Officer

- **Precursor** A minor human performance error that would not, in itself, lead to an event due to barriers in place.

Example: Officer completed Vital Area Inspection checks but failed to properly complete the required documentation. This is an indication that attention to detail may be lapsing and peer-checks were not conducted.

**Criteria / Examples of Department Events** A department condition resulting from an active or latent human error where all barriers have failed, that resulted in consequences. If only luck prevented consequences, this will still be declared an event.

**Criteria / Examples of Department Near-Misses** A department condition resulting from an active or latent human error where all, but one of the barriers have failed, with no consequences. (Peer-check prevents improper operation of equipment.)



**Event Clock Reset** A clock reset will occur for any consequential human error; an error that results in an event as defined above or results in a condition that threatens personnel safety or plant equipment. These events normally result in a level 1, or 2 condition report levels, but could also be a level 3 condition report. Resetting of any individual Security group clock will reset the department clock.

Security management determines when a human error meets the threshold for resetting a clock.

**Human Errors Committed by Non Regular Team Members** If the individual causes a human error that is attributed to a latent weakness created by the team. For example: Lack of a job briefing or poor communication; the error will be attributed to the crew that the guest was working for.

If the individual causes a human error due to his own human performance behaviors, for example: Improper STAR, or place keeping; the error will be attributed to his regular team.

WNS is responsible for implementing and maintaining policies that insure the highest possible level of quality and professionalism. Compliance with these policies is a must. Non-compliance with our policies shall result in a reduction in award for this category as follows.

### Performance Indicators

- Turkey Point Security Force Instructions
- FPL or WNS Policy/Procedure Non-Compliance
- Preventable Human Errors
- Procedural Error (not defined as a reportable or loggable event)

### Performance Indicator Evaluation Scale

<u># of Errors</u>	<u>Award %</u>
0-1 Errors	100 %
2-3 Errors	50 %
4 Errors	25 %
5+	0 %

Category D makes up 30% (25% supervisors) of the team's quarterly incentive award. Total maximum cash award available per team member, per quarter in Category D is \$84.00 (\$87.50 supervisors). (\$336.00 per year for Security Officers and \$350.00 for Supervisors)

**Note:** Any damage to plant equipment caused by WNS employees resulting in a financial impact to The Company may result in a reduction for this category.



## Category E – Absenteeism – Supervisors only

Each teams quarterly performance award shall be based on maintaining overtime to a minimum. "Call-Offs" and unauthorized "Tardy/Early Departures" create an unnecessary burden and expense.

### Performance Indicators

- Call Offs – personnel reporting off scheduled duty or training; unscheduled.
- Tardy/Early departures – personnel not being relieved on time at the end of their shift, personnel not reporting for work on time, or personnel leaving prior to the end of their shift (unauthorized).

### Performance Indicator Evaluation Scale

#### Call Offs (75% of total award)

0.0-2.9 hours/person average	100%
3.0-4.9 hours/person average	75%
5.0-7.9 hours/person average	50%
8.0-10.9 hours/person average	25%
11.0+ hours/person average	0%

*Total hours missed, divided by the average authorized on-shift team manning number, equals hours per person. An example: 60 hours missed ÷ 15 team members = 4 hours/person average.*

#### Tardy/Early Departures (25% of total award)

00-03 Incidents	100%
04-05 Incidents	75%
06-07 Incidents	50%
08-09 Incidents	25%
10+	0%

Category E makes up 20% (75 % from call offs & 25% from late relief's/early departures) of the teams quarterly incentive award. Total maximum cash award available per team member, per quarter in Category E is \$70.00 (\$280.00 per year).

## EMPLOYER'S EXHIBIT 46

**The First 48**  
(02/10/10)

	Yellow = Action (Ongoing or In Process) I would agree if:	Owner	Green = Action complete Action
1	S/Os offer specific improvement ideas	All	Assist S/Os to use 5 Ws and an H. Include in S/O 2010 training
2	Shift Supervisors stop saying "Walmart is hiring."	SSSs	Discuss in leadership development training. State expectation.
3	All Shift Supervision listen to S/O input without belittling anyone	SSSs	Discuss in leadership development training. State expectation.
4	Captains not embarrass us in briefings	SSSs	Discuss in leadership development training. State expectation.
5	Involve SOs in decision-making process	SSSs	Discuss in leadership development training. State expectation.
6	SSSs keep listening to SO concerns	SSSs	See ECP Action #32
7	Don't require us to manually "lift gate 703." This is a safety issue.	SSSs	Discuss in leadership development training. State expectation.
8	Stop saying, "That's the way it is, don't question – just do it!"	SSSs	S/Os ask Lt/Capt to provide insect repellent.
9	Supply insect repellent	Lts	S/Os make request known. Supervisors respond
10	Use two people for jobs involving lifting/ searching heavy loads	Lts	Supervisors are empowered to resolve issues.
11	Supervisors resolve issues so they don't have to go to upper mgt.	Lts	See detailed PTN plan (PTN11093a)
12	Follow-up on all safety concerns and give status	Lts	Lts. will have input into hiring process
13	Change the way SOs are recruited	Lts/KB	Discuss in leadership development training. State expectation.
14	Never say, "I will make you pay." "I will retaliate and make it justified."	Lts	Will be included in S/O training for 2010. Delta Team complete.
15	SOs need to better understand coaching/progressive discipline policy	Lts/KB	Issue resolved
16	Vehicle present/ checkpoint relief	Lts/JR	Suggestion box in briefing room
17	Place suggestion box in public area	KB	SCWE is one of the forums available to implement change
18	Explain why "all of a sudden" care about things getting done	KB	Reviewing options
19	Computers to complete CR – make more accessible and private	KB	Discuss in leadership development training. State expectation.
20	Some Shift Supervisors need to attend anger management school	KB/Mgt	Will be included in S/O training for 2010
21	SOs learn how to both identify and solve problems	KB	See ECP Action #30
22	Make it easier to write a CR	KB/FPL	See ECP Action #19
23	List of CRs and their status	KB/FPL	See ECP Action #19
24	Place kiosk in response center	KB/FPL	See ECP Action #30
25	Train S/Os in CR process	KB/FPL	See ECP Action #30
26	Computers to complete CR (privacy)	KB/FPL	Refer to PTN11091f
27	Intimidation due to computer location	KB/FPL	See ECP Action #2
28	FPL Safety visit us on post	JR/FPL	See ECP Actions #24-26
29	Replace current vest with a more breathable one	BB/FPL	See ECP Actions #24-26
30	Fix A/C Alpha 8	Lt/FPL	See ECP Actions #24-26
31	Fix A/C Alpha 10	Lt/FPL	See ECP Actions #24-26
32	Fix A/C Alpha 11	Lt/FPL	See ECP Actions #24-26

25 8x4.7 46



**The First 48**  
(02/10/10)

33	Fix A/C Delta Shack	Lt/FPL	See ECP Actions #24-26
34	Ensure "Porta-lets" are clean	FPL	See ECP Action #6
35	Don't brush us off as if we were a nuisance	FPL	FPL leadership advised
36	Once and for all, replace the North End port-o-let with a quality facility	KB/FPL	See ECP Action #6
37	Continue to offer immediate and positive response to safety concerns	FPL	FPL leadership advised
38	Enforce written policies for greater accountability	Mgt.	RSS PTN leadership advised
39	Management share findings	Mgt.	See ECP action list, and Drill-down survey actions: "The First 48"
40	Take action in a timely manner	Mgt.	See ECP action list, and Drill-down survey actions: "The First 48"
41	Explain the "why" when making changes. Some decisions make no sense. Leave ego at door.	All	Discuss in leadership development training. State expectation.
42	Continue to listen and include officer feedback when possible.	Mgt.	Discuss in leadership development training. State expectation.
43	Resolve smaller issues immediately without letting them pile up	Mgt.	Discuss in leadership development training. State expectation.
44	Share field officer experience (rotations, patrols, post visits)	Mgt.	Discuss in leadership development training. Do more post visits.
45	Act on all safety concerns. Show concrete results	Mgt.	See ECP action list, and Drill-down survey actions: "The First 48"
46	Stop being more concerned about OSHA recordables than people	Mgt.	Discuss in leadership development training. State expectation.
47	Get S/O field experience	Mgt.	Discuss in leadership development training. State expectation.
48	Make concerns & actions visible	KB	Post ECP actions/ SCWE "The First 48"

## GENERAL COUNSEL'S EXHIBIT 7



Name of Person Evaluated: Thomas Frazier Job Position: Supervisor (Lt.)

Date Review Initiated: 2/8/2010 Date Review Comp 2/8/2010

### Leadership Effectiveness Review

Rate performance as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

#### SCOPE

The scope of this criteria is to evaluate Leadership Effectiveness.

#### OBJECTIVES

- (1) Review the individual supervisor's 360 direct report feedback.
- (2) Review tools (MDQ/360 Feedback) for areas that impact leadership effectiveness
- (3) Direct observation

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1 Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader.	According to the MDQ Report (05/15/2009) Tom scores low in risk taking. He demonstrates unwillingness to accept, adapt, and contribute to change. Tom lacks an innovative attitude and openly criticizes management decisions at team briefings. Instead of assisting his team members to accept change, Tom often fuels the flames with his own opinion. Often, Tom does not act on fact. Although Tom often appropriately challenges decisions, he does not provide both sides of an issue. This leaves his team with a one-sided view and causes unneeded frustration. Often, Tom identifies problems, places blame, and does little to actively solve an issue with sound analysis and solutions. He often applies this ineffective pattern which compounds problems rather than developing new and successful outcomes. He doesn't see himself as part of management, and therefore is not leading us into the future.	1
2 Communication People feel good about working with this person. Demonstrates active and attentive listening. Has patience to hear people out.	According to a Competency-Based 360 tool (02/04/2010) Tom's direct report rates his leadership as low average (3.5/5.0). His Relationship score on the MDQ (05/15/2009) is also low-average. This has a negative impact on how Tom communicates with others. Often, people are placed on the defensive as Tom fails to create a positive rapport. He refuses to listen, especially if he is wrong. It's difficult to get a word in when Tom expresses his views until he "runs out of steam." This was most evident during the customer alignment meeting. Since then, Tom has demonstrated little to no support for customer needs for a unified voice. Tom is often on the defensive and often mistakes comments and opinions of others towards his advantage. This is often done in public settings. Tom's high score in Sensitivity is taken to the extreme as he fails to balance the need of the organization with his sensitivity to individuals. Rater feedback (02/04/2010) cites "favoritism" as a need for improvement.	1

<p>3 Sets High Standards for Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers.</p>	<p>Once more, Tom's natural sensitivity to individuals is an overused strength with negative impact. Tom does not seek different opinions from all levels of management to gain a balanced approach to team performance. Often, he minimizes and tolerates tardiness to post assignments and foul language to avoid dealing with the behavior of certain team members. He does not deal effectively with troublemakers and sometimes becomes a barrier to effective conflict resolution. Tom is not open to coaching or direction which gets in the way of productivity. In leadership development sessions, Tom does not actively work to improve himself and fails to grasp that different situations and levels calls for different skills and approaches. Wants others to change, but, sees himself outside the needs for self-development. Doesn't drive team for highest results.</p>	<p>1</p>
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Project Manager:

*Michael A. Manetti*  
Signature

2/8/10  
Date

Operations Coordinator:

*Robert J. Kelley*  
Signature

2/8/10  
Date

Training Coordinator:

N/A  
Signature

Date

Leadership Development Manager:

*Karen Bower Macdonald*  
Signature

02/08/10  
Date

## GENERAL COUNSEL'S EXHIBIT 8

<b>2009</b> <b>Performance Objectives &amp; Development Plan</b> <b>Thomas Frazier</b> <b>Rating Period January 01, 2009 – December 31, 2009</b>	
<b>I. Position</b>	
Shift Lieutenant	Date Administered:
<b>II. Personal Information</b>	
Performance Rating Period: 01/01/2009 – 12/31/2009	Location: Turkey Point
Name: Thomas Frazier	Manager: Capt Ferrer
<b>III. Performance Standards</b>	
<p>Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section.</p> <p>The following grading criteria will be utilized:</p> <p>Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured)</p> <p>Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives)</p> <p>Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)</p>	
<b>IV. Behavior Expectations = 25%</b>	
<u>Focusing on the Customer</u>	
<ul style="list-style-type: none"> <li>Projects positive and "can do" image..</li> <li>Seeks to exceed service expectations..</li> <li>Communicates well, with courtesy and effectiveness.</li> </ul>	
Measurement: Managers Observation	Rating: 2
<u>Results Attainment</u>	
<ul style="list-style-type: none"> <li>Achieves expected results on time.</li> <li>Manages conflicting demands on time by identifying and focusing on priorities.</li> <li>Readily responds to a changing work environment and to changing work priorities.</li> </ul>	
Measurement: Managers Observation	Rating: 2
<u>Setting Strategic Direction</u>	
<ul style="list-style-type: none"> <li>Communicates a vision for the future and determines strategies to accomplish it.</li> <li>Keeps elements of the strategy consistent, practical, achievable and complimentary.</li> <li>Seeks to deploy strategies that will generate shore-term gain and long-term success for all stakeholders.</li> </ul>	
Measurement: Managers Observation	Rating: 2
<u>Communication</u>	
<ul style="list-style-type: none"> <li>Listens effectively and responds appropriately.</li> <li>Shares information with others in a timely, clear, and professional manner.</li> <li>Writes and speaks effectively.</li> <li>Uses positive, non-threatening communication style.</li> </ul>	
Measurement: Managers Observation	Rating: 3
<u>Demonstrates and Drives G4S Values</u>	
<p><b>Customer Focus</b> – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.</p> <p><b>Expertise</b> – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and delivering the right solution.</p>	



**Performance** - Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

**Best People** – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

**Integrity** – Always be trusted to do the right thing.

**Collaboration & Teamwork** - Collaborate with other G4S entities for the benefit of G4S as a whole.

**Measurement:** Managers Observation **Rating:** 2

**Overall Rating for this Section:** 2.2

**Comments:**

**V. Additional Standards = 50%**

**1. Objective:** Promote TEAMWORK

**Status:** On-going

**Begins:** August 01, 2008

**Ends:** December 31, 2008

**Specific Objectives:**

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during shift briefs, meetings etc.
- Develops employees through job coaching/mentoring and performance feedback.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Celebrate and provide positive recognition when warranted.
- Effectively promote use of Corrective Action Program.
- Actively be engaged in shift activities. Know what is going on with your shifts.
- Be consistent in the application of WNS procedures.
- Effectively communicate expectations and provide adequate oversight to ensure projects are completed as expected.
- Ensure completion of minimum four (4) observations monthly (one (1) per week).
- Actively engage work force to present ideas for cost improvement opportunities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Builds an atmosphere of mutual trust, respect, cooperation and integrity.
- Cultivates commitment and engagement of the team to achieve organizational goals and assignments.
- Proactively addresses any influence that impact the team's performance.
- Understand and learn to initiate CR's and W/O.
- Promote WNS action plan to improve site performance.
  1. Improve Safety culture
  2. Improve attendance
  3. Improve Leadership
  4. Improve recognition & rewards

**Rating:** 2

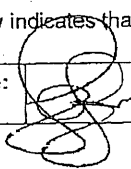
**2. Objective:** Labor Relations

**Status:** On-going

**Begins:** January 01, 2009

**Ends:** December 31, 2009

<b>Specific Objectives:</b> <ul style="list-style-type: none"> <li>Knows/understands/recognizes and abides by the confines of the local Collective Bargaining Agreement to prevent violations.</li> <li>Maintains positive working relationship with and observes the rights of the Client and all employees.</li> <li>Appropriately address all official concerns and complaints forwarded by employees through proper processes (Examples Intimidation, Harassment, Compliance violations, Safe-2-Say allegations etc.</li> <li>Fair and objective toward employees in making decisions and assignments, and issuing discipline.</li> </ul>
<b>Rating: 3</b>
<b>3. Objective: Provide Customer Service</b> <b>Status: On-going</b> <b>Begins: January 01, 2009</b> <b>Ends: December 31, 2009</b> <b>Specific Objectives:</b> <ul style="list-style-type: none"> <li>Provides timely, thorough, accurate and effective updates to SSS pertaining to shift status. Provides proactive solutions to problems.</li> <li>Maintains a positive working relationship with all team members and client personnel through cooperative effort.</li> <li>Follows through on promised actions and manages the Security Team performance to meet management expectations.</li> <li>Provide cost saving recommendations/initiatives that would add value to the organization.</li> <li>Organizes work effectively and uses available resources.</li> <li>Ensures contingency plans are in place to overcome issues or events that may be a barrier to achieving goals.</li> <li>Meets timelines and commitments.</li> <li>Validates applicability of current policy / procedures prior to use.</li> </ul>
<b>Rating: 2</b>
<b>Rating:</b>
<b>4. Objective: Accountability</b> <b>Status: On-going</b> <b>Begins: January 01, 2009</b> <b>Ends: December 31, 2009</b> <b>Specific Objectives:</b> <ul style="list-style-type: none"> <li>Model the organizational values.</li> <li>Not contribute to any loggable event(s) as a result of failure to provide/ensure adequate PJB for any Infrequent or First time evolution.</li> <li>Hold employees accountable to organization, department and team processes, methodology (e.g. Security Fundamentals, SCWE, Safety, HU)</li> </ul>
<b>Rating: 2</b>
<b>Overall Rating for this Section: 2.25</b>
<b>Comments:</b>
<b>Specific Objectives 25%</b>
<b>Objective # 1</b> No attendance issues that result in discipline application of the WNS Attendance Control Policy. <b>Status:</b> On-Going <b>Begins:</b> January 01, 2009 <b>Ends:</b> December 31, 2009 <b>Specific Objective:</b> N/A
<b>Rating: 1</b>

<b>Objective # 2</b> Successful completion of monthly objectives. <b>Status:</b> On-Going <b>Begins:</b> January 01, 2009 <b>Ends:</b> December 31, 2009 <b>Specific Objective:</b> Complete 1 observation per week and document on appropriate form a total of 4 per month.			
<b>Rating:</b> 2			
<b>Objective # 3</b> Complete quarterly One - on - One with respective Officers. <b>Status:</b> On-Going <b>Begins:</b> January 01, 2009 <b>Ends:</b> December 31, 2009 <b>Specific Objective:</b> N/A			
<b>Rating:</b> 2			
<b>Objective # 4</b> Complete required drill expectations. Four (4) per month. Limited Scope/Table Top/Response/Performance  <b>Status:</b> On-Going <b>Begins:</b> January 01, 2009 <b>Ends:</b> December 31, 2009 <b>Specific Objective:</b> Contact SSS if assistance is needed to complete task.			
<b>Rating:</b> 2			
<b>Overall Objective Rating for Grading Period:</b> 1.8 <b>Comments:</b> On 3/3/09 you received a written reprimand for a late notification call out. In 2010 I would like to see an improvement on your attendance.			
<b>Received &amp; Acknowledged:</b> The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.			
<b>Date:</b> 1-24-10	<b>Time:</b> 1600	<b>Signature:</b> 	

## GENERAL COUNSEL'S EXHIBIT 13

Name of Person Evaluated: Cecil Mack Job Position: Supervisor (Lt.)Date Review Initiated: 2/9/2010 Date Review Completed: 2/9/2010**Leadership Effectiveness Review****Rate performance as follows:**

- 1 Unsatisfactory  
 2 Marginal – needs improvement  
 3 Meets minimum requirements and expectations  
 4 Meets and slightly exceeds requirements and expectations  
 5 Meets and exceeds requirements and expectations

**SCOPE**

The scope of this criteria is to evaluate Leadership Effectiveness.

**OBJECTIVES**

- (1) Review the individual supervisor's 360 direct report feedback.  
 (2) Review tools (MDQ/360 Feedback) for areas that impact leadership  
 (3) Direct observation

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1 <b>Review supervisor effectiveness</b> Overall, what behaviors, characteristics and competencies describe this leader.	According to the MDQ Report (07/10/2009) Cecil scores low in risk taking. He demonstrates unwillingness to accept, adapt, and contribute to change. Cecil lacks an innovative attitude and openly criticizes management decisions at team briefings. Instead of assisting his team members to accept change, Cecil often fuels the flames with his own opinion. Although Cecil often appropriately challenges decisions, he does not provide both sides of an issue. This leaves his team with a one-sided view and causes unneeded frustration. Often, Cecil identifies problems, places blame, and does little to actively solve an issue with sound analysis and solutions. He often applies this ineffective pattern which compounds problems rather than developing new and successful outcomes. He doesn't see himself as part of management, and as viewed by one direct report, "is on the security officer's side." Cecil finds it difficult to demonstrate a balanced view.	1
2 <b>Communication</b> People feel good about working with this person. Demonstrates active and attentive listening. Has patience to hear people out.	According to a Competency-Based 360 tool (02/04/2010) Cecil's direct reports rate his leadership as high (4.8/5.0). However, his Relationship score on the MDQ (07/10/2009) is low-average. This gap is caused by the above-mentioned over alignment with security officer concerns and too little attention to the remainder of his duties (customer focus and lack of support for management decisions). This has a negative impact on how Cecil leads his team through change. Another area of concern for Cecil's leadership effectiveness is a low MDQ score in interpersonal skills. He often demonstrates a low positive regard for leadership expectations towards customer service (FPL). Cecil is often quiet, when he needs to openly take a positive and active stand in front of his team. In fact, Cecil had overall MDQ scores in the mid to low range. There are no scores in the above-average range. This indicates a leader who is more "a team member" than a team leader.	1
3 <b>Sets High Standards for Team Performance</b> Is dedicated to meeting the expectations and requirements of internal and external customers.	Cecil does not seek different opinions from all levels of management to gain a balanced approach to team performance. Often, he minimizes and tolerates tardiness to post assignments and foul language to avoid dealing with the behavior of certain team members. Recently, Cecil was suspended for vulgarity in front of customers (FPL). Cecil failed to be a role model. Cecil also does not deal effectively with troublemakers is not open to coaching or direction which gets in the way of productivity. In leadership development sessions, Cecil does not actively work to improve himself and fails to grasp that different situations and levels calls for different skills and approaches. Cecil doesn't drive either himself or his team for outstanding results and often accepts performance mediocrity.	1

Project Manager:

  
\_\_\_\_\_  
Signature

2/9/10  
Date

Operations Coordinator:

  
\_\_\_\_\_  
Signature

2/9/10  
Date

Training Coordinator:

N/A  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date


Leadership Development Manager:

  
\_\_\_\_\_  
Signature

02/09/10  
Date

## GENERAL COUNSEL'S EXHIBIT 17



<b>POLICY MANUAL</b>		 <b>Wackenhut</b>	
<b>WPO-1308 (RSS) REGULATED SECURITY SOLUTIONS</b>			
<b>FORMERLY</b> <b>WNS 108</b>	<b>PROGRESSIVE DISCIPLINE</b> <b>POLICY AND PROCEDURE</b>	<b>EFFECTIVE</b> November 02, 2007	<b>REVISION</b> <b>4</b>

**1.0 PURPOSE**

- 1.1 The purpose of this document is to establish a policy which provides guidance on the administration of discipline.

**2.0 DEFINITIONS**


- 2.1 Progressive discipline is defined as steps in a disciplinary process to enforce a rule or system of rules governing conduct or activity.
- 2.2 The DA is the Designated Alternate for the President, Vice President, Director, RSS Project Manager or Security Shift Supervisor.
- 2.3 President – President, Regulated Security Solutions.
- 2.4 Vice President – Vice President, Nuclear Operations OR Vice President, Business Development.
- 2.5 Director – Director, Nuclear Operations OR Director, Nuclear Operations and Compliance.

**3.0 RESPONSIBILITY**

- 3.1 The RSS Project Manager/DA is responsible for administering this policy for employees under his/her supervision.
- 3.2 RSS supervisors are responsible for administering this policy as it applies to employees under their supervision, including:
- 3.2.1 Ensuring that all employees acknowledge familiarity with the standards contained in the Wackenhut Security Officer Handbook, Regulated Security Solutions (RSS) Policies and Procedures and client Policies and Procedures.

<b>Frank Finch</b>	<b>01.01.2007</b>		
Prepared By	Date		
<b>Shawn Kirven</b>	<b>01.01.2007</b>	<b>Eric Wilson</b>	<b>01.01.2007</b>
Reviewed By	Date	Approved By	Date

- 3.2.2 Ensuring that the disciplinary action guidelines, as referenced, are objectively and consistently administered.


POLICY MANUAL		 Wackenhut	
WPO-1308 (RSS) REGULATED SECURITY SOLUTIONS			
FORMERLY WNS 108	PROGRESSIVE DISCIPLINE POLICY AND PROCEDURE	EFFECTIVE November 02, 2007	REVISION 4

- 3.2.3 Ensuring that disciplinary action is justified, objectively documented, and fairly applied.
- 3.3 All RSS employees are responsible for knowing the contents of this progressive discipline policy and conducting themselves in accordance with its provisions.
- 3.4 On an annual basis, the Project Manager/DA will require all employees to review this policy. Documentation of this review will be accomplished in accordance with RSS 109, Read and Sign

#### 4.0 POLICY

- 4.1 All employees are expected to learn, understand, and comply with the Progressive Discipline Policy. When employees fail to meet prescribed standards and/or expectations, disciplinary action will be administered with the intent of correcting the employee's performance or behavior. Disciplinary action will be administered in a constructive manner that provides the employee adequate notice and time for corrective action. Employees will be disciplined according to the seriousness of the infraction. The issuance of disciplinary action can be an emotional experience. Prior to issuing any disciplinary action, the Supervisor/Manager will consider the potential effect that such action may have on the employee's fitness for duty. Ideally, the disciplined employee will not be immediately returned to duty. However, when an employee is returned to duty after receiving discipline, the Supervisor/Manager will first ensure that he or she are fit for duty.
- 4.2 RSS expects all employees to conduct themselves with maturity and self-discipline in the execution of their responsibilities. It is essential that all employees realize that this policy is intended as a guideline to reinforce this expected behavior and to provide a basis for consistent action in the event that behavior falls short of expectations. Regulated Security Solutions reserves the right to modify, revoke, suspend, terminate, or change the Progressive Discipline Policy in whole or in part. **This policy is not intended to create, nor is it to be construed by any or all of its employees, that it gives an employee the right to continued employment by The Wackenhut Corporation.**
- 4.3 **Coaching** - Coaching is not considered a disciplinary action. Coaching allows the supervisor the opportunity to commend an employee for good performance or offer suggestions to help an employee improve performance or attain career goals. Coaching is not required prior to disciplinary action being taken in accordance with this Progressive Discipline Policy.
- 4.4 The Progressive Disciplinary Policy consists of four steps. The four steps are as follows:

- a. Step 1 - Oral Counseling
- b. Step 2 - Written Disciplinary Counseling


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- c. Step 3 - Written Disciplinary Counseling and Suspension
- d. Step 4 - Termination of Employment

**Note**

Employees who request Union representation or a witness will be provided same to be present during Steps 1 through 4.

- 4.5 **Step 1 Oral Counseling** - When an employee fails to meet established standards, his or her immediate supervisor will discuss the situation with the employee and clearly identify the infraction. Depending upon the severity of the infraction, the employee will be counseled as to the corrective action needed or the requirements involved and the need for compliance. In all cases, communication with the employee will be handled in an adult and professional manner. The discussion should provide the employee with the necessary guidance so as to prevent further occurrences. A commitment for improvement will be solicited from the employee by the supervisor. Oral counseling will be documented.
- 4.5.1 Disciplinary action in the form of an oral counseling will be accomplished in accordance with any existing CBA, where applicable.
- 4.6 **Step 2 Written Disciplinary Counseling** - When a second performance counseling is necessary for a similar infraction, a written counseling document will be generated and discussed with the employee. Employee Disciplinary – Corrective Action Notice WF-023 will be used as a written counseling document. If additional space is needed, attach a memorandum to WF-023. Any supportive documents will also be attached to WF-023. The employee will be advised that another occurrence may result in more severe disciplinary action. This written counseling document will become a permanent part of the employee's personnel file.
- 4.6.1 At the conclusion of the counseling session, the supervisor will request the employee to sign the counseling document. The employee's signature does not constitute an agreement with the contents of the document, but only acknowledges being counseled and receipt of a copy of the document.
- 4.6.2 If the employee refuses to sign the counseling document, the supervisor will note on the counseling document that the employee refused to sign the document. The supervisor and a witness will initial the added note.
- 4.6.3 Disciplinary action in the form of a written counseling will be accomplished in accordance with any existing CBA, where applicable.
- 4.7 **Step 3 Written Disciplinary Counseling and Suspension** - Suspension is a temporary disciplinary layoff without pay for serious infractions or repeated infractions. The

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employee will lose his/her pay for the designated period of suspension. The employee will be advised that another occurrence may result in more severe disciplinary action up to and including termination of employment. Suspensions will be documented with a written counseling document. WF-023 will be used for this purpose. This counseling document will become a permanent part of the employee's personnel file. Step 3 discipline may also include a demotion, pay progression delay or denial.

4.7.1 Security Shift Supervisors may issue suspensions of up to two (2) workdays.

4.7.2 The Project Manager may issue suspensions for more than two (2) workdays.

4.7.3 Disciplinary action in the form of a written suspension will be accomplished in accordance with any existing CBA, where applicable.

4.8 **Step 4 Termination of Employment** - When an employee again commits the same type or similar infraction for which oral, written counseling, and suspension have occurred, he/she will be terminated unless an extended period of time has elapsed since the previous occurrence and Regulated Security Solutions concludes that the employee's behavior has been acceptable during this extended period of time. One year or longer will be considered an extended period of time. Termination of employment may also be exercised for serious violations such as those listed in Level I, Section 4.11. with or without Step 1 through 3 having been completed first.

4.8.1 The RSS Project Manager/DA will make the recommendation to terminate employment to the responsible Director/DA.


4.8.2 The responsible Director/DA will review the recommendation and forward it to the responsible Vice President/DA in accordance with Section 4.12.7

4.8.3 No termination will be made until reviewed and approved by a Vice President/DA.

4.8.4 Disciplinary action in the form of employment termination will be accomplished in accordance with any existing CBA, where applicable.


4.9 **Exceptions** - This disciplinary policy process will be followed in most instances of employee non-compliance. However, based on the severity and circumstances of the infraction(s), the Project Manager/DA may begin the disciplinary action at any level or offense with the exception of the Level 1 infractions which may result in immediate termination.

4.10 **Investigation and Documentation** - The Project Manager/DA is responsible for investigating violations of prescribed standards in accordance with Incident Investigation Policy and Procedure WPO-1310 (RSS). Whenever feasible and warranted under the circumstances, disciplinary action will be based upon investigation and verified by

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supporting documentation. All observations, witness statements and other related data gathered in the course of such investigation will be documented and retained.

- 4.10.1 Following the completion of the investigation which results in termination of employment, the Project Manager/DA will notify the site Access Control Group and provide specifics of the investigation and termination. This information will be provided to the Access Control Group even if the employee elects to resign his employment.
- 4.11 **Criminal Investigation** - In instances where an employee is charged, arrested or knows that he/she has become the subject of a law enforcement investigation, the employee will immediately contact the Project Manager/DA. At the option of the Project Manager/DA, a suspension or administrative leave may be imposed pending the conclusion and disposition of the investigation or charge.
- 4.11.1 The Project Manager/DA will be responsible for ensuring that all the requirements of the Fitness for Duty Program are met at his or her site.
- 4.12 **Recommendation for Termination of Employment** - When a recommendation for termination is submitted to Regulated Security Solutions by a Project Manager/DA, the following process must be observed.
- 4.12.1 The Project Manager will submit a "Termination Package" to the responsible Director/DA. The Termination Package must contain documentary evidence to support termination and must contain all the documents needed to make the decision on termination. At a minimum, the Termination Package must include the following:
- Written summary statement from the Project Manager/DA which identifies the event(s) leading to the termination request.
  - Copies of disciplinary document(s) issued to the employee within the previous twelve months.
  - Statement(s) taken or provided during the investigation or performance review.
  - A completed Employee Termination Review Form WF-1326
- 4.12.2 The responsible Director/DA will review the Termination Package to ensure compliance with the requirements of this policy. The Director/DA will review the package and provide his or her recommendation along with the Termination Package to the Vice President/DA.


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- 4.12.3 The Vice President/DA will review the Termination Package and consult with others (Legal, HR, Labor, etc.) as appropriate prior to making a final decision on the request for termination.
- 4.12.4 Following all the reviews, the Vice President/DA will notify the responsible Director/DA of his or her decision concerning the termination request.
- 4.12.5 The responsible Director/DA will notify the Project Manager/DA of the decision of the Vice President/DA. If the decision was to terminate the employment of the employee, the Project Manager will initiate the appropriate action to accomplish termination.
- 4.12.6 In the absence of the responsible Director, another Director may be assigned to process the termination request OR the Vice President/DA may process the termination request directly with the Project Manager and notify the responsible Director at the earliest convenience.
- 4.12.7 **Employee Termination Review Form** – The Employee Termination Review Form WF-1326 will be initiated by the Project Manager/DA and submitted with the Termination Package. The actions required are as follows:
- The Project Manager/DA will complete Sections A, B and C (as appropriate) of this form prior to submitting to the responsible Director/DA.
  - Section C will be completed by the appropriate personnel as the termination recommendation is reviewed.
  - When complete and the appropriate action has been exercised, the Employee Termination Review Form, along with the Termination Package, will be forwarded to the individual designated as the Employee Termination Review Form custodian.
  - The custodian will be responsible for inserting a case number in Section C of the Employee Action Review Form. Once Section C is completed, the custodian will log and file the form and Termination Package.
- 4.13 There are three levels of offenses (Levels I, II, and III). These are only guidelines for use by management and supervisory personnel. When it is not practical to follow these guidelines or if an unlisted event occurs, the Project Manager/DA will consult with Regulated Security Solutions for guidance. No termination can be made without the review and approval by a Vice President/DA.

#### **LEVEL I**

- Refusal to work.



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- Abandoning a security post.
- Leaving the Owner Controlled Area, while on the job, without the permission of the supervisor in charge.
- Fighting on the job.
- Sleeping or inattention to duty.
- Theft, dishonesty, fraud, bribery.
- Intentional waste of RSS or Client materials and/or property.
- Unauthorized or careless use of firearms or other weapons.
- Threatening or intimidating management, supervision or other employees.
- Insubordination, defined as willful refusal to carry out proper work-related instructions of management or supervision.
- Deliberate destruction or damage of RSS property, Client property or property of others.
- Intoxication on the job or reporting to work in an impaired state (this applies to alcohol, drugs, narcotics or any substance which alters perception, awareness, and which inhibits normal human response). A positive test as identified in the site Fitness for Duty Program may result in termination of employment.
- Possession of alcoholic beverages during work time or on RSS or Client property except for authorized functions.
- Possession, use or distribution of illegal drugs or narcotics on or off the job.
- Confirmed positive drug test for illegal drugs.
- Personal possession of firearms, weapons, or explosives while on the job or on RSS or Client property unless specifically authorized.
- Failure to report to the Project Manager/DA or appropriate supervisor when the employee is under investigation, charged, arrested or convicted of a crime. Reporting must be accomplished in accordance with site policies.
- Conviction of a felony, serious misdemeanor, or violation of the Domestic Violence Act.




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- Falsification of application for employment, other employment related documents, time sheets or security documents of record.
- Failure to perform a security function in accordance with security plans and/or procedures.
- Loss of unescorted access (Protected Area).
- Confirmed Harassment of any form.
- Malicious harassment (including sexual or racial) of fellow employees, client employees or the public.
- Negligent or careless acts that cause or could cause serious personal injury or property damage.
- Any other acts which, by nature and impact, severely limit the employee's ability to perform the essential elements of the job.
- Failure to meet or maintain the requirements to be registered or armed as a security officer in the assigned state.
- Inappropriate use of client or RSS computers or telephones.
- Willful misconduct.
- Providing a false statement during an investigation.
- Failure to meet satisfactory job performance or behavior standards after being counseled and/or retrained.

#### LEVEL II

- Failure to follow procedures which impacts the overall security effectiveness.
- Unlawful trespassing.
- Willful or intentional violation of site or RSS safety rules or practices which could endanger the employee or other personnel.
- Careless or reckless driving in the operation of RSS or client vehicles.
- Violation of rules of conduct or work rules.


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- Failing to report to work or to contact the appropriate supervisor within a reasonable or agreed on period of time.
- Abuse of sick leave, personal leave, or other leaves of absence.
- Unauthorized Absence.
- Refusal to work assigned overtime without a satisfactory reason.
- Failure to meet satisfactory job performance or behavior standards in the opinion of management.

### LEVEL III

- Failure to report for assigned overtime without a satisfactory reason.
- Playing of pranks or practical jokes which interfere with professional performance on duty.
- Smoking in areas other than designated smoking areas.
- Absenteeism.
- Habitual lateness in reporting to duty or relieving another officer on post.
- Inattentive to security post responsibilities which results in a violation of security procedures.
- Failure to report occupational accidents, injuries or diseases according to procedure.
- Engaging in personal work while on company time.
- Use of abusive or offensive language in the presence of fellow officers or other personnel.
- Inappropriate grooming or appearance standards in the opinion of management.
- Failure to meet satisfactory job performance or behavior standards in the opinion of management.

### CATEGORIES OF DISCIPLINE GUIDELINES

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<b>WPR-1309 (RSS) REGULATED SECURITY SOLUTIONS</b>			
<b>FORMERLY WNS 109</b>	<b>READ AND SIGN PROCEDURES</b>	<b>EFFECTIVE</b> November 02, 2007	<b>REVISION</b> <b>2</b>

**1.0 PURPOSE**

- 1.1 The purpose of this procedure is to establish a method to communicate important information to Regulated Security Solutions (RSS) employees to ensure they are informed and knowledgeable of important directives, changes or revisions of procedures and policies.


**2.0 DEFINITIONS**

- 2.1 The DA is the Designated Alternate for the RSS Project Manager or Security Shift Supervisor.
- 2.2 The Read and Sign Package consists of the Read and Sign Log and associated document(s).

**3.0 RESPONSIBILITY**

- 3.1 The RSS Project Manager/DA is responsible for administering this procedure for employees under his/her supervision.
- 3.2 Security supervision is responsible for administering and implementing this procedure as it applies to employees under their supervision, including:
- 3.2.1 Ensuring that all employees understand and acknowledge the requirements of this procedure and the information distributed under the Read and Sign Procedure process.
- 3.2.2 Completion of the Read and Sign Process for those employees under their supervision, in accordance with this procedure.

<b>Frank Finch</b>	<b>01.01.2007</b>		
Prepared By	Date		
<b>Shawn Kirven</b>	<b>01.01.2007</b>	<b>Eric Wilson</b>	<b>01.01.2007</b>
Reviewed By	Date	Approved By	Date

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CATEGORY	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE	FOURTH OFFENSE
<b>LEVEL I</b>	*Discharge			
<b>LEVEL II</b>	Written Counseling and: (Optional)  1. Reduction in Job or Supervisory Designation. 2. Suspension from Work. 3. Other Appropriate Action(s).	Written Counseling and Suspension	*Discharge	
<b>LEVEL III</b>	Oral Counseling (Undocumented or Documented)	Written Counseling	Written Counseling and Suspension (Optional)  1. Reduction in Job or Supervisory Designation, or 2. Other Appropriate Action(s).	*Discharge

- \* Upon review by the Director, Nuclear Operations/DA and the Vice President, Nuclear Operations/DA, a decision will be made regarding suspension or administrative leave. The employee will be suspended without pay or placed on administrative leave with pay. An investigation will be conducted promptly by the Project Manager/DA before final determination is made relative to discharge. The Project Manager/DA will notify Regulated Security Solutions concerning any ongoing investigation or suspension. All terminations need the approval of a Vice President/DA.

Note: The second and third offenses refer to reoccurrence of the same type or similar infraction. If the second or third offense refers to a different category level, additional or more severe disciplinary action other than indicated in the table may be administered by the Project Manager/DA.

## 5.0 RECORDS

- 5.1 The Project Manager will ensure that all disciplinary actions are documented and maintained in the employee personnel file. Written counseling documents will become a permanent part of the employee personnel file except when a different retention period is stipulated by a Collective Bargaining Agreement.
- 5.2 The Employee Termination Review Form and Termination Package will be maintained within RSS for an indefinite period of time.

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5.3 The Employee Termination Review Form custodian will be responsible for retention in RSS.

5.4 The Project Manager/DA will maintain all site Termination Packages for an indefinite period of time.

#### **6.0 FORMS**

- 6.1 Employee Disciplinary – Corrective Action Notice WF-023
- 6.2 Employee Termination Review form WF-1326 (RSS)

## GENERAL COUNSEL'S EXHIBIT 18

WACKENHUT NUCLEAR SERVICES POLICY AND PROCEDURE MANUAL		 Wackenhut	
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### 1.0 PURPOSE

1.1 The purpose of this policy is to establish the standards for governing authorized and unauthorized leaves of absence. This policy includes:


- Sick Leave
- Physician's Statement Requirement
- Fitness for Duty Absences Associated with Fatigue
- Temporary Light Duty Assignments
- Tardy
- Vacation
- Unpaid Leave
- Military and National Guard Leave of Absence
- Jury Duty Leave
- Bereavement Leave
- Workers' Compensation Leave
- Family and Medical Leave Act of 1993 (FMLA)
- Unexcused Absence

### 2.0 DEFINITIONS

- 2.1 Authorized absence is defined as an absence from assigned duties and responsibilities, which is authorized by supervision or management.
- 2.2 Unauthorized absence is defined as an absence from assigned duties that is not in compliance with this policy and not approved by supervision or management.
- 2.3 The DA is the Designated Alternate for the WNS Project Manager or Security Shift Supervisor.

Frank Finch	01.01.2007		
Prepared By	Date		
Shawn Kirven	01.01.2007	Eric Wilson	01.01.2007
Reviewed By	Date	Approved By	Date




<b>WACKENHUT NUCLEAR SERVICES</b> <b>POLICY AND PROCEDURE MANUAL</b> 			
<b>NUMBER</b> <b>107</b>	<b>ATTENDANCE</b>	<b>EFFECTIVE</b> January 01, 2007	<b>REVISION</b> <b>4</b>

- 2.4 Company is defined as Wackenhut Nuclear Services (WNS) and The Wackenhut Corporation (TWC).
- 2.5 Eligible employees are those employees at a site that are eligible for certain benefits defined in the contract specifications for that site. Benefits may vary from one site to another.
- 2.6 Family and Medical Leave Act (FMLA) was enacted to balance the demands of the workplace with the needs of families. The Act is designed to entitle eligible employees, both men and women alike, to take reasonable leave for medical reasons, for the birth or adoption of a child, or placement of a child for foster care, and the care of a child, spouse or parent who has a serious health condition.


### 3.0 RESPONSIBILITY

- 3.1 The WNS Project Manager/DA is responsible for administering this policy for employees under his/her supervision.
- 3.2 Security supervision is responsible for administering this policy as it applies to employees under their supervision, including:
- 3.2.1 Ensuring that all employees acknowledge a complete understanding of the standards contained in this policy and existing site policies/procedures.
  - 3.2.2 Ensuring that the standards, as referenced, are objectively and consistently implemented.
  - 3.2.3 Ensuring that all authorized and unauthorized absences are documented.
- 3.3 All WNS employees are responsible for knowing the contents of this authorized absence policy.
- 3.4 On an annual basis, the Project Manager/DA shall require all employees to review this policy. Documentation of this review shall be accomplished in accordance with WNS 109, Read and Sign.

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#### 4.0 POLICY

- 4.1 **ABSENTEE REQUEST/REPORT** - Employees shall submit an Absentee Request/Report (ATTACHMENT 1) for any absence that prevents them from performing a scheduled duty assignment.
- 4.1.1 In place of ATTACHMENT 1, Project Managers may use site-specific absentee requests/reports.
- 4.1.2 Absentee requests/reports shall be specific in regard to dates and reason for absence.
- 4.1.3 If the employee requesting an excused absence is not available, the employee's immediate supervisor shall complete an Absentee Request/Report and submit it through the chain of command to the WNS Project Manager/DA.
- 4.1.4 Supporting documentation, if required or requested by management, must be attached to the Absentee Request/Report when submitted.
- 4.1.5 The intent is to document those employees tardy for work on an Absentee Request/Report. This includes those tardies where supervision was notified of a late arrival and those tardies where supervision was not notified.
- 4.1.6 The intent is to document employees unable to report for duty for reasons of sickness on an Absentee Request/Report.
- 4.1.7 The intent is to document vacation Leave on an Absentee Request/Report.
- 4.1.8 The intent is to document Workers' Compensation Leave on an Absentee Request/Report.
- 4.1.9 The intent is to document all authorized and unauthorized leaves of absence.
- 4.2 **CALL OFF FROM DUTY** - All employees should recognize that reporting to work, fit for duty, when scheduled are the paramount requirements in filling the required staffing levels for every duty shift. Employees who "call-off" from duty place an unnecessary burden on the shift management team to fill the vacant post positions, especially when the call-off is on short notice.
- 4.2.1 For purposes of this policy, a call-off from duty is defined as a notice from the employee to his shift management team that they are unable to work their assigned work period.
- 4.2.2 All call-offs from duty must be verbally communicated by the employee to an on-duty security supervisor unless physically unable to do so. If the employee is

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physically unable to make the call-off notification themselves, a spouse or significant other may make the verbal notification to the employee's on-duty security supervisor.

4.2.3 Any call-off from duty that occurs within four (4) hours of the employee's scheduled starting work time may be considered an unexcused absence at the discretion of the Project Manager/DA. Project Manager will evaluate call-off to determine if there are any mitigating circumstances. If mitigating circumstances are identified, the Project Manager will consider these circumstances in determining whether the absence will be excused or considered an unexcused absence. Unexcused absences are address in Section 4.17 of this policy.

4.3 **ABSENCES DUE TO ILLNESS**- Personnel reporting themselves as sick should attempt to notify their immediate supervisor. Unless the employee is physically incapable, the report should be made by the employee and not a spouse, other family member or significant other. An on-duty supervisor must be notified and provided a statement of illness. The supervisor receiving the report should ensure the information provided is adequate to validate the sickness and absence. The employee's supervisor shall complete an Absentee report.

4.3.1 No payment shall be made for sick leave that is not authorized according to the provisions of this policy or used for reasons stated herein.


4.4 **SICK LEAVE ABUSE** - Possible sick leave abuse shall be monitored by supervision and management. Whenever abuse of sick leave is detected or suspected, management or supervision may require, at their option, a physician's statement to verify an absence prior to approving the absence. If the employee fails to provide a physician's statement when requested, the absence will be consider an unexcused absence and appropriate disciplinary action in accordance with the WNS Policy 108 will be taken.

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- 4.4.1 The first incident of abuse of sick leave/unexcused absence during a twelve-month rolling calendar shall be classified as a Level II infraction (WNS Policy 108)
- 4.4.2 A sick leave abuse infraction involving dishonesty or falsification of reasons for taking sick leave shall be classified as a Level I infraction, which shall result in termination of employment.
- 4.4.3 The following table reflects the disciplinary action concerning abuse of sick leave/unexcused absences.

Number of infractions during a Rolling Twelve-Month Period (365 days)	Disciplinary Action
First infraction during a rolling twelve-month period.	Written counseling (Suspension optional)
Second infraction during a rolling twelve-month period.	Suspension and written counseling
Third infraction during a rolling twelve-month period.	Termination of employment with The Wackenhut Corporation.

- 4.5 **PHYSICIAN'S STATEMENT REQUIREMENT** - Certain circumstances specified in this policy require the employee to provide a physician's (licensed medical doctor) statement. Statements should clarify the reason for an employee's absence from work and may be in the form of a verification, restriction, or release. Statements should be specific in regards to the nature of the illness or injury, dates of absence, medications and other restrictions that could affect the employee's job performance or qualification.
- 4.5.1 Employees with serious communicable diseases may not return to work until they get a physician's release certifying that they are no longer contagious.
- 4.5.2 A physician's statement is required to verify absences due to illness for three (3) or more consecutive scheduled workdays unless otherwise stipulated to in an existing Collective Bargaining Agreement.
- 4.5.3 A physician's release is required the day the employee returns to work following hospitalization or absence from work for thirty days or more.

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- 4.5.4 When requested by a supervisor, a physician's statement must be provided the next scheduled duty day following an absence. If the employee fails to provide a written physician's statement, the employee will be disciplined for abuse of sick leave/unexcused absence.
- 4.5.5 Any employee who has been medically restricted by a physician from meeting the requirements to maintain armed status must submit a physician's statement. This statement shall provide complete details and estimated duration of the restriction. If the employee is placed on a temporary duty assignment (light duty), his or her pay rate may be reduced to the established administrative rate or the rate stipulated in any existing COLLECTIVE BARGAINING AGREEMENT, if applicable. The pay adjustment will become effective at the beginning of the next pay week. If the Company determines that there is no light duty position available, the employee will be placed on a leave of absence status.
- 4.6 **FITNESS FOR DUTY ABSENCES ASSOCIATED WITH FATIGUE** – All employees shall comply with the licensee Fitness for Duty Program (FFD). Employees are expected to be fit for duty by being neither mentally or physically impaired for any cause that could adversely affect safe, competent job performance.
- 4.6.1 Employees who self-declare fatigue which results in their inability to perform competent job performance, shall not be allowed to continue performing their assigned job. Supervisors shall relieve them of this duty and excuse them from work. If not impaired to the point that there would be a personal safety concern, employees will be directed to go home. If there is any doubt concerning the employee's impairment, assist the employee with transportation. If the employee calls a supervisor from home and declares that he or she is not fit for duty due to fatigue, the supervisor will advise the employee not to report for work.
- 4.6.2 The responsible supervisor shall discuss the self-declaration with the employee. The purpose of their discussion will be to gather information to determine if the self-declaration was made in "Good Faith". Issues that will be considered in making this determination include:
- Previous self-declarations
  - The employee's recent work schedule

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- Previous disciplinary action, particularly for attendance abuse
- The availability of earned benefit time

Prior to taking any disciplinary action, the Project Manager and the Director will be notified. The Project Manager/DA, along with their respective Director, Nuclear Operations will discuss the incident.


If the self-declaration is determined not to have been made in good faith, the employee will be subject to disciplinary action in accordance with the WNS Disciplinary Policy (WNS 108).

If the self-declaration is determined to have been made in good faith, action with that employee will be limited to a discussion concerning self-declared fatigue. This discussion should include the following:

- The explanation of our policy on self-declarations.
- The explanation that the self-declaration will not fall into the formal disciplinary process, but will be tracked for the purpose of identifying any patterns that may indicate a more significant FFD concern.
- A reminder that WNS employees are expected to maintain their FFD, especially on their regular scheduled workdays.
- Encouraging the employee to contact our EAP provider if they need assistance with any FFD issue.
- Encouraging the employee to self-declare in the future, when necessary.

- 4.6.3 If a supervisor detects fatigue and determines that the employee is impaired, the supervisor shall follow the guidance in 4.6.1 of this policy.
- 4.6.4 In accordance with 10 CFR 26.27(b)(1) and the clarification in RIS 2002-07, an employee who is impaired or whose fitness may be questionable due to fatigue may be returned to work only after a determination that he or she is fit to safely and competently perform the assigned duty. A trained supervisor may, at the discretion of the licensee, make this determination. The Company may require certification by a licensed physician or licensee determination prior to reinstatement to full unrestricted duty.
- 4.6.5 Supervisors shall document absences due to fatigue on the Absentee Request/Report Form (Attachment 1 of this policy). The absence shall be notated in "Other" category under the Reason for Absence. Amplifying information concerning the absence shall be noted in the "Comments" section of this form.



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4.6.6 Employees shall be required to take benefit time (sick leave or paid personal time) for hours missed due to fatigue. If no benefit time is available, hours missed due to fatigue shall be unpaid. Disciplinary action for abuse of benefit time or absences due to Fatigue shall be administered in accordance with this policy and WNS Policy 108, Progressive Discipline. Examples of absences that warrant disciplinary action are as follows:

- a. The employee failed to comply with the licensee's FFD program.
- b. The employee was fit for duty, but gave a false reason for his absence.
- c. The employee had no reasonable basis for making a declaration that he or she was not fit for duty.
- d. The employee's fatigue issue was due to personal negligence with respect to maintaining one's fitness for duty.

4.6.7 The Project Manager/DA shall be notified immediately concerning all FFD issues associated with fatigue. The Project Manager/DA shall notify the Director, Nuclear Operations.

4.7 **TEMPORARY LIGHT DUTY ASSIGNMENTS** - This section provides the guidelines for assigning discretionary temporary work to employees who are temporarily disabled and unable to perform normal duties although they have been released by their physicians to return to work in a light duty status. The guidelines of this policy apply to situations where the employee's condition is temporary in nature and the period of recovery can be predicted. This section applies only to those facilities that have approved light duty positions.


4.7.1 Temporarily disabled employees must have a licensed physician submit written certification of their temporary disability. The physician must clearly define the employee's physical limitations; e.g., employee should not lift, bend or climb for a period of 15 days because of strained back muscles.

4.7.2 When restricted by a physician from meeting the requirements for armed status, armed personnel must submit a physician's statement giving complete details and estimated duration of the restriction.

4.7.3 When a disability occurs, the employee may be reassigned to a temporary light duty job designation provided the employee is fully qualified to perform all aspects of the new assignment and only if the Company determines that a temporary light duty position is available.


4.7.4 Temporary assignments, duration, and any pay grade reduction will be determined by the Project Manager/DA in accordance with any existing Collective Bargaining Agreement, if applicable. Conditions for temporary assignments are as follows:



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- a. A written certification from a licensed physician, which verifies and describes the disability, is provided by the employee. The certification must specify that there is a reasonable expectation that the employee is capable of being sufficiently rehabilitated to return to the former job designation within a reasonable and specified time period.
  - b. Temporary duty assignments (light duty) are restricted to a maximum of ninety (90) calendar days.
  - c. The number and availability of temporary duty assignments, if any, is determined by the site security force requirements and manning levels.
  - d. Priority for temporary duty assignments will be based on first come basis or as defined by any existing Collective Bargaining Agreement, if applicable. Employees who sustain job-related injuries shall have priority for temporary duty assignments, which may result in the displacement of other employees on temporary duty.
  - e. If the employee cannot return to unrestricted status and complete the required physical fitness test and/or qualification tests, the employee will be placed on disability leave.
- 4.7.5 Disabled employees are responsible for furnishing medical evidence of continued inability to perform their job when requested to do so by supervision and/or management.
- 4.7.6 If it is later determined that the employee is unable to return to the former job after the temporary duty assignment, as certified by a licensed physician of the Company's choice, management shall discontinue the temporary duty assignment.
- 4.7.7 The employee can apply for disability leave or leave under the Family and Medical Leave Act (FMLA) of 1993 (see Section 4.16).
- 4.8 **TARDY** – Employees who fail to report to work at the exact designated time for their shift briefing or shift start time will be reported as tardy on the Absentee Request/Report (ATTACHMENT 1). The following table reflects the disciplinary action concerning tardy.

Number of Infractions during a Rolling Twelve-Month Period (365 Days).	Disciplinary Action
First infraction during a rolling twelve-month period.	Oral counseling
Second infraction during a rolling twelve-month period.	Written disciplinary counseling
Third infraction during a rolling twelve-	Suspension and written disciplinary

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month period:	counseling
Fourth infraction during a rolling twelve-month period:	Termination of employment


4.8.1 Leaving duty prior to the designated ending time for the shift shall be considered the same as a tardy unless authorized by WNS management.

4.9 **VACATION** - Vacation will be approved with the primary objective of minimum interference with normal operations. Vacation shall not normally be taken while an employee is scheduled for training and/or requalification.

4.9.1 Vacation requests shall be requested using the Absentee Request/Report and shall be submitted not less than twenty days prior to the requested absence in order to facilitate scheduling.

4.9.2 Once supervision and management have approved a request, it cannot be voided to favor a more senior employee unless required by an existing Collective Bargaining Agreement at the site. Vacation requests are approved based on anticipated manning levels. These requests may be voided by the Project Manager/DA in response to changes in manning requirements associated with unanticipated operational changes.

4.9.3 Upon termination, payment of unused vacation shall be made in accordance with the law and on the site-specific contractual agreement and/or any existing Collective Bargaining Agreement, if applicable.

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**4.10 EMERGENCY VACATIONS** - The request for emergency vacation shall be submitted only when an unexpected situation arises which must be dealt with immediately and precludes the twenty day prior notification requirement for vacation requests. Illness and emergencies at home such as damage caused by environmental conditions are examples of situations that warrant emergency vacation.

4.10.1 Detailed information describing the situation must be submitted in order for supervision/management to determine the validity of the request.

4.10.2 Supervisors shall pay close attention to emergency vacation requests to prevent misuse by personnel attempting to circumvent the procedural requirement for requesting vacation.


4.10.3 Supervisors and/or the Project Manager/DA may require, at their option, documentation from the employee prior to approving an emergency vacation request.

4.10.4 If the employee fails to submit documentation when requested by supervision and/or the Project Manager/DA and still takes the time off, the employee's absence will be classified as an unexcused absence. Disciplinary action will be implemented in accordance with Section 4.17 of this policy and Wackenhut Nuclear Services Policy 108.

**4.11 UNPAID LEAVE** - Under normal circumstances time off without pay will not be granted. However, based on individual circumstances, manning levels, and the discretion of the Project Manager, time off without pay may be considered. An Absentee Request/Report (ATTACHMENT 1) containing complete details of the request must be submitted through the chain of command to the WNS Project Manager/DA.

4.11.1 Supervisors shall be particularly aware of time off without pay requests to prevent misuse by personnel attempting to circumvent the procedural requirement for requesting vacation or sick time.

4.11.2 Time off without pay can adversely impact the shift manning levels and operational requirement. Time off without pay shall be limited in order to reduce the need for scheduled and unscheduled overtime.

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4.12 **MILITARY LEAVE OF ABSENCE** - Reservists and National Guard members will be granted time off without pay for the purpose of attending drills or military training in accordance with law.

4.12.1 The employee shall submit an Absentee Request/Report (ATTACHMENT 1) and attach a copy of the military orders when a military obligation conflicts with scheduled workdays. Requests shall be submitted through the chain of command to the WNS Project Manager/DA a minimum of two weeks prior to absences for military service.

4.12.2 Employees shall report back to their shift on the first regularly scheduled shift after the completion of military drill/training and the time required for return from the place of military drill/training to the place of employment.


4.12.3 If the employee is late in returning to shift without just cause, the employee will be subject to disciplinary action for tardiness or unexcused absence in accordance with Sections 4.8 and 4.17 of this policy and the Wackenhut Nuclear Services Progressive Discipline Policy 108.

4.12.4 Personnel involuntarily or voluntarily recalled for extended active military duty shall be granted an extended leave of absence without pay for the entire period of active military duty in accordance with Chapter 43, Part III of Title 38, U. S. Code.


4.12.5 Employees may, at their option, use earned vacation hours toward time taken off for military obligations. Employees shall not be required to count absences involving military duty as vacation leave.

4.13 **JURY DUTY LEAVE** - Employees will be granted jury duty leave in accordance with any existing Collective Bargaining Agreement or contract between The Wackenhut Corporation and the Client at the business location employed and assigned. An Absentee Request/Report and a copy of the jury duty notice shall be submitted through the chain of command to the Project Manager/DA to document actual time served on jury duty prior to payment of jury duty leave.

4.13.1 A copy of the check for jury duty or other verification document will be required to document actual time served on jury duty prior to payment of jury duty leave pay.

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- 4.13.2 The employee is expected to report to work on the next scheduled workday if excused from jury duty. If any doubt exists, the employee shall call the Project Manager/DA for a determination. Failure to report when excused from jury duty will constitute an unexcused absence. Disciplinary action shall be administered in accordance with Section 4.17 of this policy and the Wackenhut Nuclear Services Policy 108.
- 4.14 **BEREAVEMENT LEAVE** - Employees will be granted leave with pay in accordance with any existing Collective Bargaining Agreement or contract between The Wackenhut Corporation and the Client at the business location.
- 4.14.1 The employee shall submit an Absentee Request/Report at the earliest convenience.
- 4.14.2 Failure to report for duty following expiration of bereavement leave without approval from the Project Manager/DA shall constitute an unexcused absence. Verification of funeral may be required.
- 4.14.3 Disciplinary action shall be administered in accordance with Section 4.17 of this policy and the Wackenhut Nuclear Services Policy 108.
- 4.15 **WORKERS' COMPENSATION LEAVE** - Job related injury claims and Workers' Compensation Leave shall be administered in accordance with applicable Workers' Compensation Laws and the TWC Human Resources Manual. Questions regarding workers' compensation benefits should be addressed to the Project Manager/DA.
- 4.16 **FAMILY AND MEDICAL LEAVE ACT OF 1993 (FMLA)** - The Family and Medical Leave Act was enacted to balance the demands of the workplace with the needs of families. The act is designed to entitle eligible employees to take responsible leave for medical reasons, for the birth or adoption of a child, placement of a child for foster care, and the care of a child, spouse, or parent who has a serious health condition. Requests and administration of leaves under the Family and Medical Leave Act shall be administered and governed in accordance with the TWC Human Resources Manual.
- 4.16.1 It is the policy of WNS to be in compliance with the Family and Medical Leave Act of 1993. A notice identifying the Act's provisions is posted at TWC Administration.
- 4.16.2 Whenever an individual uses a day or partial day of FMLA leave for the employee's own non-work-related serious medical condition the company will require the individual to concurrently use accrued sick or vacation benefits. Accrued sick leave will be exhausted prior to assessing accrued vacation leave for FMLA leave. If the employee is absent a partial workday for FMLA leave, they will be paid and assessed paid benefit time equal to the actual time absent.

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provided accrued benefit time is available. If the employee is absent the entire workday, they will be paid and assessed for the entire workday provided accrued benefit time is available.

4.16.3 Whenever an individual uses a day or partial day of FMLA leave for other qualifying reasons, as defined by the FMLA; the company will require the individual to concurrently use accrued vacation benefits. If the employee is absent a partial workday for FMLA leave, they will be paid and assessed paid benefit time equal to the actual time absent provided accrued benefit time is available. If the employee is absent the entire workday, they will be paid and assessed for the entire workday provided accrued benefit time is available. Sick leave benefit will not be paid or assessed for time off for other qualifying reasons.

4.16.4 The Family Medical Leave Act permits employees to take leave intermittently or on a reduced leave schedule under certain circumstances.


- Employees that use approved Intermittent Medical Leave for part of a scheduled workday are expected to return and/or report to work upon completion of the need for the intermittent leave.
- Intermittent leave during scheduled work time for planned and/or unanticipated medical treatment of a serious health condition by or under the supervision of a health care provider **must be medically necessary** or it must be for **recovery from treatment or recovery from** a serious health condition. Wackenhut will review any applicable medical certification provided by employees to insure that intermittent leave or a reduced leave schedule is consistent with the findings and provisions of the certification.

4.16.5 State laws, client contracts or collective bargaining agreements may prohibit or limit the payment and assessment of paid benefit time concurrent with FMLA. Questions should be addressed to Wackenhut Nuclear Services.

4.17 **UNEXCUSED ABSENCE** - Absences that are not in accordance with the provisions of this policy, shall be considered unauthorized absences. Any unauthorized absence constitutes grounds for disciplinary action up to and including termination of employment in accordance with the Wackenhut Nuclear Services Policy 108. The following table reflects the disciplinary action to be taken for unexcused absences.

Number of Infractions during a Rolling Twelve-Month Period (365 days)	Disciplinary Action
First infraction during a rolling twelve-month period.	Written counseling
Second infraction during a rolling twelve-month period.	Suspension and written counseling
Third infraction during a rolling twelve-month period.	Termination of employment with The Wackenhut Corporation.



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**Note:** An unexcused absence involving confirmed dishonesty or falsification on the part of the employee shall be classified as a Level I violation in accordance with Nuclear Services Policy 108, Progressive Discipline and will lead to termination of the employee.

4.17.1 The Project Manager will evaluate absences to determine if there are any mitigating circumstances. If mitigating circumstances are identified, the Project Manager will consider these circumstances in determining whether the absence will be excused.

- 4.18 NO CALL/NO SHOW – Employees who fail to properly notify on-duty supervision in advance “and” fail to report for duty shall be reported by supervision as a “No Call/No Show” for duty. If mitigating circumstances are identified, the Project Manager will consider these circumstances in determining whether the absence will be excused, unexcused or classified as a “No Call/No Show” absence. The following table reflects the disciplinary action to be taken for No Call/No Show absences.

Number of Infractions during a Rolling Twelve-Month Period (365 days)	Disciplinary Action
First infraction during a rolling twelve-month period.	Written counseling and suspension
Second infraction during a rolling twelve-month period.	Termination of employment with The Wackenhut Corporation.

## 5.0 RECORDS

- 5.1 Project Manager/DA shall maintain a record of sick leave, vacation, bereavement, and jury duty hours. The Project Manager has responsibility for ensuring that these records are maintained. Records shall be maintained by calendar year and will be subject to audit by Wackenhut Nuclear Services and client management upon request.

## 6.0 ATTACHMENTS

- 6.1 Attachment 1, Wackenhut Nuclear Services Absentee Request/Report



WNS 107  
Attachment 1  
Revision 3



# **WACKENHUT NUCLEAR SERVICES** **ABSENTEE REQUEST/REPORT**

\_\_\_\_\_  
Last Name First Name Middle Initial

## **Reason for Absence:**

Sick ☐ Tardy ☐ Vacation ☐ Unpaid Leave ☐ Military/NG ☐

Jury Duty ☐ Bereavement ☐ Other ☐ Explain in Comments Section

I request that I be excused from work during the following period for the above reason.

\_\_\_\_\_  
Hour Date through Hour Date Total Hours

Sick: Insert the time the employee notified supervision: \_\_\_\_\_  
Tardy: Did the employee notify supervision prior to the beginning of shift: Yes \_\_\_ No \_\_\_  
Tardy: Insert the time the employee notified supervision: \_\_\_\_\_  
Military/NG: Attach a copy of the military orders prior to submitting to management.  
Jury Duty: Attach a copy of the jury duty summons.

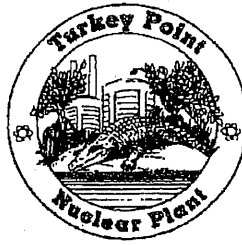
Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Requesting Employee Date

\_\_\_\_\_  
Supervision Action Taken Date

\_\_\_\_\_  
Project Manager/DA Action Taken Date

## GENERAL COUNSEL'S EXHIBIT 33



**FLORIDA POWER & LIGHT COMPANY  
TURKEY POINT NUCLEAR PLANT**

**SECURITY DEPARTMENT  
SECURITY FORCE INSTRUCTION 1106  
Revision 9**

**TITLE:**

**FIELD SUPERVISORS**

**EFFECTIVE DATE:** 2/27/08

**2 YEAR REVIEW DUE DATE:** 3/13/09

**Reviewed by SECURITY STAFF:** Signature on File Date: \_\_\_\_\_

**Approved by SECURITY MANAGER:** Signature on File Date: \_\_\_\_\_

**GENERAL COUNSEL EXHIBIT NO.**

**33**

<b>TITLE:</b>	<b>SECURITY FORCE INSTRUCTION</b>	<b>SFI-1106</b>
<b>DATE: 2/27/08</b>	<b>FIELD SUPERVISORS</b>	<b>REV. 9.</b>

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## 1.0 PURPOSE

- 1.1 This procedure provides guidance to Security Field Supervisors for performing supervisory functions of Security Officers manning Security posts and assisting the Security Shift Supervisor in carrying out daily Security operations.
- 1.2 This procedure provides direction and guidance for supervisory inspections and evaluations of Security posts/patrols.

## 2.0 PRECAUTIONS / PREREQUISITES

- 2.1 When locking and securing vehicle and personnel gates, personnel shall perform the following actions to ensure the gates are fully secured:
  - 2.1.1 Ensure the gate latch, locking bar, or device is fully engaged, where applicable.
  - 2.1.2 Ensure the chain/cable is installed through all securing eyelets, handles, or fence fabric, as applicable.
  - 2.1.3 Ensure the padlocks are installed through all chain links, gate eyelets, or items to be secured (e.g. - bollards), as applicable.
  - 2.1.4 Firmly tug on each padlock or gate lock to ensure full locking capability.
  - 2.1.5 Using care to prevent damage, attempt to open the gate latch or locking mechanism and ensure the gate is securely locked.
  - 2.1.6 Ensure all keys used to unlock gates in this procedure are maintained with the responsible Security Officer or transferred to the appropriate Security location.
- [C] 2.2 Field Supervisors shall carry all equipment designated in SFI-1109, Conducting Inventories and Inspections on Security Contingency Equipment.
- 2.3 On-duty Security Field Supervisors shall only be relieved by the Security Shift Supervisor or another qualified Security Field Supervisor.
- 2.4 Replacement of a Security radio should be made for nonfunctional radios ONLY!
- 2.5 The Field Supervisor shall ensure proper documentation of all shift activities. ~
- 2.6 Guidance and direction in General Purpose Logs (Post Orders) shall NOT contain information that could be construed as Safeguards Information.
- 2.7 Timely reporting and implementation of any compensatory measures for damaged equipment shall be performed using the applicable Security and plant procedures.

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### 3.0 INSTRUCTIONS

3.1 Security Field Supervisors shall perform the following duties:

3.1.1 Maintain up-to-date knowledge of the information contained in the following documents:

- Physical Security Plan (PSP)
- Safeguards Contingency Plan (SCP)
- Security Force Instructions (SFIs)
- Security Department Administrative Procedures (SEC-ADs)
- Other pertinent plant procedures

3.1.2 Maintain familiarity with compensatory measures for Security system deficiencies and failures.

3.1.3 Ensure post and patrol operations are being conducted using all of the following, as applicable:

- Security Force Instructions (SFIs)
- Plant procedures
- Post Orders in General Purpose Logs (No Safeguards Information)

3.1.4 Ensure procedures used for posts adequately reflect the actual post duties and responsibilities.

3.1.5 Verify post and patrol staffing needs and operational requirements have not changed.

1. IF changes to post or patrol staffing or operations are necessary, THEN notify the Security Shift Supervisor.

[C] 3.1.6 Ensure the timely implementation of proper compensatory measures for the loss/malfunction of Security equipment.

[C] 3.1.7 Upon discovery, immediately report any Security degradations or deficiencies to the Security Shift Supervisor AND establish necessary compensatory measures.

3.1.8 Upon discovery, report the loss/malfunction of Security equipment to the Security Shift Supervisor.

3.1.9 WHEN being relieved, THEN brief the relieving Security supervisor on changes, events, and pass-on information.

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**NOTE**

*Proper equipment for each post is identified in SFI-1109, Conducting Inventories and Inspections on Security Contingency Equipment.*

- [C] 3.1.10 Ensure only qualified, properly equipped Security Officers are assigned to posts.
- 3.1.11 Ensure all Security Officers assigned to posts understand the requirements for the specific post prior to being assigned to that position.
- 3.1.12 Perform a radio check at the beginning of the shift.
- 3.1.13 **WHEN** a Security radio is replaced, **THEN** ensure the Security Officer conducts a radio check and notifies the Alarm Station with the radio number.
- 3.1.14 As manning levels permit, ensure that a minimum of two post inspections are conducted per shift to ensure proper operation within department guidelines and expectations.
- 3.1.15 Ensure Security Officers remain alert, attentive, and are properly performing their duties.
- 3.1.16 Ensure one (1) man static posts are rotated frequently, following the Post Assignment Sheet.
- 3.1.17 Ensure Security Officers are performing their duties in a safe environment where ambient conditions such as heat and noise do not detract from effective Security operations.
- 3.1.18 Ensure posts are maintained clean and in an orderly manner.
- [C] 3.1.19 Ensure all inventories of Security equipment are properly completed using SFI-1109, Conducting Inventories and Inspections on Security Contingency Equipment.
- 3.1.20 Review post General Purpose Logs for proper documentation and accuracy **AND** ensure nothing could be construed as Safeguards Information.
- 3.1.21 Ensure all required post reports are properly maintained.
- 3.1.22 Initiate prompt and appropriate actions to correct any identified deficiencies including all of the following:
- Improper behavior
  - Improper attitude
  - Inattentiveness to duty
  - Discovery of unauthorized material or activities



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- 3.1.23 Ensure that patrols and alarm responses are performed as required.
- 3.1.24 Ensure Security equipment testing is performed as listed on Enclosure 1, Security Equipment Testing and Inspection.
- [C] 3.1.25 Ensure the Final Access Control (FAC) cubicle in the Nuclear Entrance Building (NEB) is continuously manned.
- [C] 3.1.26 WHEN the buildings are open for processing personnel, THEN ensure the Final Access Control (FAC) cubicles in the Main Truck and Water Treatment Gatehouses are continuously manned.
- 3.1.27 Ensure Security staffing is sufficient for proper access control during peak times.
- [C] 3.1.28 Ensure Security personnel understand the requirements for all of the following:
1. All visitor vehicles and personnel shall be properly authorized entry, searched, and assigned appropriate escorts shall be present prior to granting entry.
  2. PA gates shall be securely closed and locked after processing vehicles or personnel into or out of the PA using the guidance in Step 2.1.
  3. Personnel exiting the Protected Area (PA) shall process through a portal radiation monitor as specified in SFI-2100, Protected Area Access Control.
- 3.1.29 Ensure the Containment Personnel and Emergency Escape Hatches (for entry into containment) remain locked except when entry is authorized by the Shift Manager and with Radiation Protection (RP) personnel present.

#### 4.0 RECORDS

4.1 None

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## 5.0 REFERENCES / COMMITMENTS

### 5.1 References

- 5.1.1 SFI-1109, Conducting Inventories And Inspections On Security Contingency Equipment
- 5.1.2 SFI-2100, Protected Area Access Control Routine
- 5.1.3 SFI-2201, Protected / Vital / IMP Patrols (SGI)
- 5.1.4 SFI-2202, Vehicle Barrier System
- 5.1.5 SFI-2203, Owner Controlled Area Operations
- 5.1.6 SFI-2300, IDS Testing
- 5.1.7 SFI-2301, Search Equipment Testing
- 5.1.8 SFI-2302, Assessment of Security Lighting
- 5.1.9 SFI-2303, Testing of DCU Components

### 5.2 Commitments

Paragraph	Commitment Source	Paragraph	Commitment Source
2.2	Physical Security Plan	3.1.19	Physical Security Plan
3.1.6	Physical Security Plan	3.1.25	Physical Security Plan
3.1.7	Physical Security Plan	3.1.26	Physical Security Plan
3.1.10	Physical Security Plan	3.1.28	Physical Security Plan

## 6.0 DEFINITIONS

- 6.1 In-service - The condition of equipment which is being used to process personnel or could be used to process personnel without additional testing.

## 7.0 FIGURES / ENCLOSURES / ATTACHMENTS

- 7.1 Enclosure 1, Security Equipment Testing and Inspection

END OF TEXT

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**ENCLOSURE I**  
**SECURITY EQUIPMENT TESTING AND INSPECTION**  
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1.0 Security equipment shall be tested and/or inspected in the following procedures:

1.1 Vehicle Barrier System (VBS)

1.1.1 Periodic inspection of VBS components shall be performed using the following procedures:

- SFI-2201, Protected / Vital / IMP Patrols (SGI)
- SFI-2202, Vehicle Barrier System
- SFI-2203, Owner Controlled Area Operations

1.2 Intrusion Detection System (IDS)

1.2.1 Periodic testing of IDS equipment shall be performed using SFI-2300, IDS Testing.

1.3 Security Search Equipment

1.3.1 Periodic testing and inspection of Security search equipment shall be performed using SFI-2301, Search Equipment Testing:

- X-ray machine
- Portal explosives detector
- Portal metal detector
- Hand held metal frisker

1.4 Security Lighting

1.4.1 Periodic assessment of illumination of selected areas within the Isolation Zones and exterior areas within the PA shall be performed using SFI-2302, Assessment of Security Lighting.

1.5 Vital Area Security Equipment

1.5.1 Periodic testing of the following vital area Security equipment shall be performed using SFI-2303, Testing of DCU Components:

- Door Control Units (DCU)
- Tamper Switches
- Electric Door Strikes (EDS)
- Balanced Magnetic Switches (BMS)
- Card Readers
- Hand Geometry Units (HGU)
- Turnstiles
- NEB Seismic Shok 1 and 2

**FINAL PAGE**